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CITY OF BATON ROUGE, PARISH OF EAST BATON ROUGE DISPARITY STUDY

Final Report



Prepared for

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EXECUTIVE SUMMARY.

2019 City of Baton Rouge, Parish of East Baton Rouge Disparity Study

The City of Baton Rouge, Parish of East Baton Rouge (City-Parish) seeks to ensure equity in its contracting activities. It commissioned a disparity study to determine if there is a level playing field for minority- and women-owned firms when competing for City contracts and subcontracts. This research examines whether there are any barriers to minority- and women-owned firms seeking work with the City-Parish, and if so, actions to be taken. It also helps the City-Parish and others in Baton Rouge identify the types of assistance minority- and women-owned companies might need to fully participate in the local economy.

In addition, the disparity study examines participation of veteran- and service-disabled veteran-owned businesses in City-Parish contracts and in the overall marketplace. The study researched small business utilization as well. This study collectively refers to minority-, women-, veteran- and service-disabled veteran-owned businesses, as well as small businesses in general, as “targeted businesses.” Programs to assist such businesses are titled “targeted business programs.”

The City-Parish retained Keen Independent Research LLC (Keen Independent) to perform the disparity study. Subconsultants participating in the study included Baton Rouge firms Octagon Media and Simmons J. Barry (SJB) Group, Spears Group from New Orleans, the telephone survey firm Customer Research International (CRI) and the national law firm Holland & Knight. Octagon Media, SJB Group and Spears Group performed in-depth interviews with Baton Rouge area business owners and trade association representatives. CRI performed telephone interviews with thousands of local businesses. The Keen Independent study team began work in fall 2018. Keen Independent performed a parallel disparity study for the Recreation and Park Commission for the Parish of East Baton Rouge. Certain information from each study was shared.

Based on this research, the City-Parish can remove barriers and develop new targeted business programs in collaboration with other public, private and nonprofit groups in the Baton Rouge area. The Keen Independent study team developed 14 key conclusions and recommendations for City-Parish consideration, which are summarized below.

1. City-Parish contract dollars primarily go to construction, goods, professional services and other services firms in the Baton Rouge Metropolitan Area.

City-Parish contract dollars primarily go to construction, goods, professional services and other services firms with locations in the Baton Rouge metropolitan area. City-Parish spending has the potential to positively affect the local economy, growing local businesses and adding to local jobs.

2. The Baton Rouge metro area marketplace is largely comprised of small businesses.

More than 90 percent of businesses in the Baton Rouge metropolitan area that are available for City-Parish construction, goods, professional services and other services contracts are small businesses. The health of those small businesses is critical to the local economy.

3. More than 40 percent of the local firms available for City construction, goods, professional services and other services contracts are owned by people of color or women.

About 41 percent of the local firms available for City construction, goods, professional services and other services contracts are owned by people of color or women. The local economy cannot be healthy if these firms are left behind.

4. The disparity study examined veteran- and service-disabled veteran-owned businesses.

About 9 percent of businesses in the construction, professional services, goods and other services industries are veteran-owned, including service-disabled veterans.

5. There is not a level playing field for companies owned by people of color or for women in the Baton Rouge metropolitan area.

Minority- and women-owned firms are underutilized in the marketplace as a whole. Minority- and women-owned firms are more likely to be small, experience difficulties obtaining financing and bonding, and face other roadblocks. Many minority- and women-owned firms are socially and economically disadvantaged when competing for work, including public sector contracts.

As an example of the disparities in the Baton Rouge area marketplace, Keen Independent compared the utilization and availability of minority- and women-owned firms for private and other public sector construction contracts.

- The analysis indicated that, for 2016 through 2018, 7 percent of the local prime contracts dollars for private and other public sector construction contracts similar to City-Parish construction went to minority- and women-owned firms. This was substantially below what might be expected given the availability of MBE/WBEs to perform this work (36%).
- About 5 percent of the design contracts for these local projects went to MBE/WBEs, also substantially below what might be expected based on the availability of minority- and women-owned design firms to complete for this work.
- Among public and private sector permits issued in East Baton Rouge Parish, 11 percent of the permits went to MBE/WBE contractors, also well below the availability of minority- and women-owned contractors to perform those contracts.

6. City-Parish utilization of minority- and women-owned firms is less than what might be expected based on their availability.

Consistent with outcomes in the local marketplace overall, only 4 percent of City-Parish contract dollars from 2013 through September 2017 went to minority- and women-owned firms. Only 10 percent of dollars went to small businesses. Only 1 percent went to veteran-owned businesses, including service-disabled veterans. These outcomes were substantially below what would be expected based on availability of those groups of firms for City-Parish contracts.

These results are based on the study team’s analysis of 11,031 City-Parish procurements totaling \$2.4 billion awarded from January 2013 through September 2017. Keen Independent determined the share of those dollars going to minority- and women-owned firms, veteran- and service-disabled veteran-owned businesses (VOBs and SDVOBs), as well as other businesses.

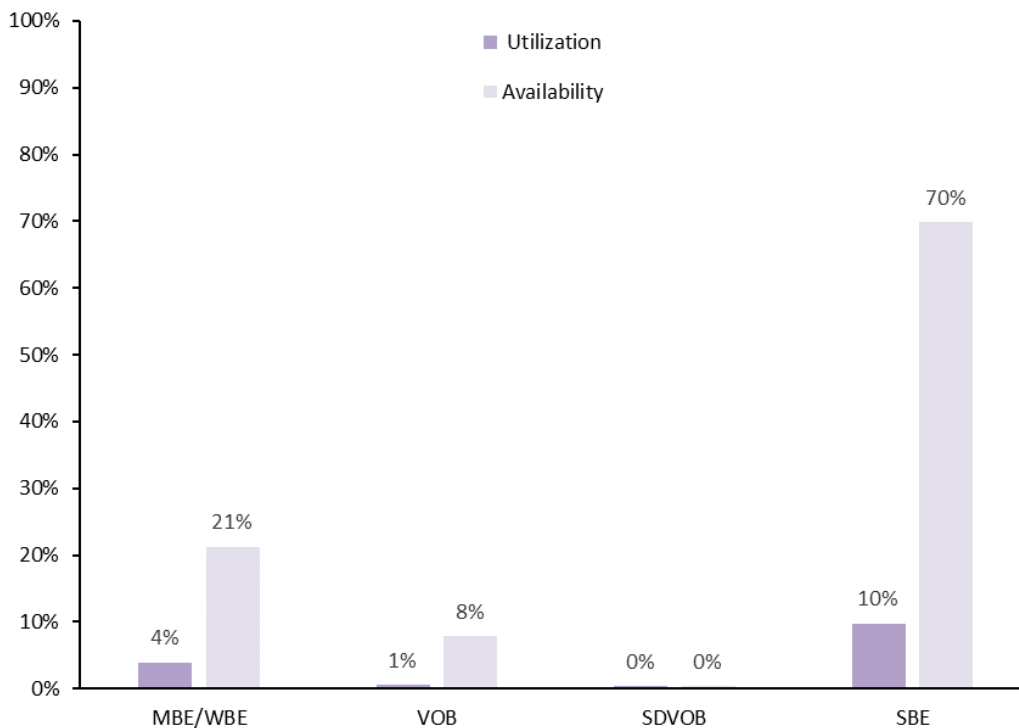
The study team then compared the utilization of MBE/WBE and VOB/SDVOB firms with the percentage of contract dollars that those groups might be expected to receive based on their availability for that work (availability is also referred to as the “utilization benchmark.”). Keen Independent also made those comparisons for individual MBE/WBE groups.

Figure ES-1 presents these overall results from the disparity analysis. There were substantial disparities for MBE/WBEs, VOBs, SDVOBs and small businesses.

- **Minority- and women-owned firms.** The utilization of minority- and women-owned firms in City-Parish procurement during the study period — about 4 percent of total contract dollars — was below the 21 percent that might be expected from the availability analysis. (The 21 percent MBE/WBE availability benchmark is less than 41 percent total availability of MBE/WBEs because it takes into account the types and sizes of work that different firms bid on.)
- **Veteran-owned businesses.** Utilization of veteran-owned businesses (1% of contract dollars) was also below availability of VOBs for this work (8%).
- **Service-disabled veteran-owned businesses.** Both the utilization and availability of SDVOBs for City-Parish contracts were very low, rounding to 0 percent. This makes it difficult to compare utilization and availability of SDVOBs in City-Parish contracts.
- **Small businesses.** Keen Independent also examined utilization of all small businesses in City-Parish contracts. From 2013 through September 2017, \$157 million in City-Parish contract dollars went to small businesses, most of them located within the Baton Rouge metropolitan area. Small businesses received 10 percent of the City-Parish contract dollars examined in the study.

Figure ES-1.

Disparity analysis for City-Parish contracts, Jan. 2013–Sept. 2017



Source: Keen Independent utilization and availability analyses for City-Parish contracts.

7. The disparities in City-Parish utilization are not surprising given the low-bid purchasing environment.

The disparities in City-Parish utilization are not surprising given the low-bid purchasing environment for a large share of its contract dollars, which is required under state law. Barriers to small businesses in general, and minority- and women-owned firms in particular, make it difficult for local small businesses to compete with the largest companies on price. In some instances, small businesses cannot meet the requirements to be able to bid at all, such as obtaining necessary bonding and insurance or meeting other qualifications requirements. They might not have the working capital to afford to perform public sector work. Some small businesses, including those owned by people of color and women, have become discouraged from competing for City-Parish and other public sector contracts and subcontracts.

8. Disparities for minority- and women-owned firms in City-Parish contracts were found even with City-Parish outreach efforts.

The disparities for minority- and women-owned firms in City-Parish contracts were found even with City-Parish efforts to reach out to encourage small businesses and MBE/WBEs participation in its contracts. To date, the primary tools available to the City-Parish efforts have been outreach, education and inclusion of MBE/WBE bidders for smaller goods and services purchases. At present, staff of the City-Parish lack tools to do more, especially on construction and A&E contracts.

9. Without additional action, the City-Parish will miss an opportunity to encourage growth and development of Baton Rouge metropolitan area small businesses.

The City-Parish has an opportunity to encourage growth and development of Baton Rouge metropolitan area small businesses through greater assistance to those firms and by encouraging participation in its contracts, especially for African American-, Hispanic American- and women-owned firms.

The City-Parish might also miss an opportunity to expand its pool of firms capable of competing for its contracts and subcontracts over the long-term, which can lower procurement costs.

And, without additional action, the City-Parish is at risk of being linked to a marketplace that perpetuates unequal outcomes for minority- and women-owned firms.

10. Keen Independent recommends the City-Parish authorize measures that can increase participation of socially and economically disadvantaged small businesses in its contracts.

These initiatives should be two-pronged: (1) leveling the playing field for local small disadvantaged businesses in City-Parish contracts and subcontracts, and (2) participating with other public, private and nonprofit partners in the region to enhance the ability of local disadvantaged businesses to access to capital and bonding and gain necessary experience. Some of the ways to level the playing field will require City-Parish legislative action, from a subcontract goals program to the ability to reserve certain small contracts to bidding only from disadvantaged businesses.

11. New efforts will require a system designed to reach out to disadvantaged firms and help them with public procurement and programs.

This effort will require a system to reach out to disadvantaged firms, help them with public procurement and to certify them to make sure the benefits of the programs go to firms that are socially and economically disadvantaged.

Business owners from various backgrounds can be socially disadvantaged. Certification as a local disadvantaged business would be open to business owners regardless of their race, ethnicity or gender if they demonstrate social and economic disadvantage. And, veterans, especially service-disabled veterans, should be encouraged to apply for program certification.

12. The City-Parish will need to create a disadvantaged business program, including certification rules and the tools to encourage participation.

Baton Rouge is not alone in attempting to build its small businesses, including minority- and women-owned businesses. Atlanta, Houston and New Orleans have created programs to assist disadvantaged businesses in their communities that provide examples of what can be done in Baton Rouge. This can speed implementation of efforts in Baton Rouge.

13. A disadvantaged business program requires financial resources from the City-Parish.

This effort will require financial resources from the City-Parish to participate in a regional certification program for local socially and economically disadvantaged businesses. It will also require investments in staff time and technology for program compliance and perhaps a one-time investment in a regional partnership to provide financing and bonding for disadvantaged businesses.

14. A disadvantaged business program requires long-term commitment from the City-Parish.

This effort will require a long-term, multi-year commitment from the City-Parish to address barriers to disadvantaged business participation. The City-Parish will need to develop short-, medium- and long-term objectives to be met that can show progress in remedying disadvantages and building capacity and opportunities for the local small business community.

Over time, this effort can increase participation of socially and economically disadvantaged businesses in City-Parish contracts to what would be expected based on the potential of those companies. The City-Parish and its partners can enhance the health of the local small business community.

Public Comment Process for the Draft Disparity Study Report

Keen Independent and the City-Parish published a draft report for public comment in November 2019 before finalizing the report.

The public was also able to give feedback and provide written comments:

- In person at the Town Halls;
- Online at www.keenindependent.com/baton-rouge-disparity-study;
- Via email at batonrougedisparitystudy@keenindependent.com; and
- Through regular mail to Keen Independent Research LLC; 701 N. 1st St., 2nd Floor, Phoenix, AZ 85004.

Keen Independent reviewed information from the Town Halls and written comments before incorporating them into the final Disparity Study report.

CHAPTER 1.

Introduction

The City of Baton Rouge, Parish of East Baton Rouge (City-Parish) seeks to ensure equity in its contracting activities. It commissioned a disparity study to determine if there is a level playing field for minority- and women-owned firms when competing for City contracts and subcontracts. This research examines whether there are any barriers to minority- and women-owned firms seeking work with the City-Parish, and if so, actions to be taken. It also helps the City-Parish and others in Baton Rouge identify the types of assistance minority- and women-owned companies might need to fully participate in the local economy.

In addition, the disparity study examines participation of veteran- and service-disabled veteran-owned businesses in City-Parish contracts and in the overall marketplace. The study researched small business utilization as well. This study collectively refers to minority-, women-, veteran- and service-disabled veteran-owned businesses, as well as small businesses in general, as “targeted businesses.” Programs to assist such businesses are titled “targeted business programs.”

Based on this research, the City-Parish can remove barriers and develop new targeted business programs in collaboration with other public, private and nonprofit groups in the Baton Rouge area.

A. What is a Disparity Study?

A disparity study analyzes the utilization and availability of minority- and women-owned firms as well as other businesses by calculating the share of contract dollars going to those firms. “Utilization” is the percentage of a public agency’s contract dollars that went to MBEs and WBEs during a certain time period. “Availability” refers to the percentage of contract dollars that one might expect to go to MBEs and WBEs given the relative number of MBEs and WBEs available to perform specific types and sizes of contracts, subcontracts and other procurements for that public agency.

A “disparity” exists if the share for minority- and women-owned businesses is below what might be expected based on their relative availability to perform that work.

Since a 1989 U.S. Supreme Court decision created the need for public agencies to perform disparity studies to enact or operate a legally defensible MBE program, state and local governments throughout the country have conducted studies of their utilization of MBEs and WBEs. The study team performing the work for the City-Parish has been involved in more than 150 of these studies.

This is the first such study for the City-Parish, however. At present, it has no formal programs that encourage participation of MBE/WBEs in its contracts. The City-Parish does operate federally required programs related to firms certified as Disadvantaged Business Enterprises (DBEs) for certain federally funded contracts.

There have been relatively few disparity studies that examined outcomes and potential programs for veteran-owned and service-disabled veteran-owned companies, or small businesses in general. The City-Parish chose to include those businesses in this disparity study. The study team collected the same types of information for veteran-, service-disabled veteran- and small businesses as it did for minority- and women-owned firms. There was also substantial overlap between groups of firms (for example, a small business owned by an African American veteran was counted in multiple groups).

In addition to comparing the utilization of different groups in City-Parish contracts with availability benchmarks, this study examines conditions in the Baton Rouge area marketplace for minority, female, veteran, service-disabled veteran business owners, as well as small business owners in general.

B. Why Conduct a Disparity Study?

The City-Parish wishes to ensure that it is not an active or passive participant in discrimination against minority-owned business enterprises or women-owned business enterprises and does not directly or indirectly contribute to disadvantages for veteran-owned businesses (VOBs), service-disabled veteran-owned businesses (SDVOBs) and small business enterprises (SBEs).

Providing an independent, outside review of a public agency's contracting. A public agency does not typically collect, maintain and analyze the types of information normally required to fully examine the utilization and availability of targeted group businesses. A study prepared by an independent researcher may also provide more public trust in the results, and can sometimes collect public input that is more difficult to obtain by the public agency itself.

Disparity studies examine conditions for targeted businesses (i.e. MBEs, WBEs, VOBs, SVOBs and SBEs), especially regarding access to public procurement opportunities. Study results may indicate a need for programs to perform additional efforts to remove barriers for targeted businesses or provide further assistance for certain groups of companies.

Completing a study that can be used to successfully defend a program. Any local or state government faces potential legal challenges to its targeted business programs. A disparity study describes the legal framework and provides information for a government agency to assess whether the local evidence supports different types of programs. Different standards of legal review apply to MBE, WBE, VOB, SVOB and SBE programs, with the most stringent applied to race-conscious programs. Chapter 2 of the report summarizes these legal issues and Appendix B provides further supporting information.

Because disparity studies must (1) be based on relevant case law; (2) compile accurate utilization, availability and other information; and (3) make appropriate conclusions from those analyses, they are often performed by independent experts. Members of the study team for the City-Parish study have helped successfully defend these programs in court.

C. Introduction to the Study Team

The City-Parish funded this disparity study and requested competitive proposals to conduct that work in 2018. Keen Independent Research LLC (Keen Independent) was selected to perform the disparity study. Subconsultants participating in the study included Baton Rouge firms Octagon Media and Simmons J. Barry (SJB) Group, Spears Group from New Orleans, the telephone survey firm Customer Research International (CRI) and the national law firm Holland & Knight. Octagon Media, SJB Group and Spears Group performed in-depth interviews with Baton Rouge area business owners and trade association representatives. The Keen Independent study team began work in fall 2018.

Keen Independent performed a parallel disparity study for the Recreation and Park Commission for the Parish of East Baton Rouge. Certain information from each study was shared.

Keen Independent also directed a 2018 disparity study for the City of New Orleans, which is now implementing results.

D. Involvement of Businesses, Trade Associations and Other Groups in the Study

The study incorporates input from business owners, trade association representatives, staff of other large local public and private organizations concerned with MBE and WBE participation, and members of the general public. Examples of efforts included:

- A Town Hall meeting in February 2019 to gather information about the Baton Rouge marketplace and two Town Hall meetings in November 2019 to obtain input on the study;
- Quarterly meetings of an External Stakeholder Group formed for the study;
- A telephone and online survey effort to thousands of businesses in the Baton Rouge area that asked for information about their companies and comments about the marketplace;
- In-depth interviews with more than 75 representatives of businesses, trade associations and other groups; and
- A study website, dedicated email address and telephone hotline that provided opportunities for comments from the interested public.

In total, the study team received qualitative input from nearly 260 businesses, trade association representatives, business assistance representatives, City-Parish staff and others.

E. Analyses Performed in the Disparity Study and Location of Results

Figure 1-1 outlines the chapters in the report.

Figure 1-1.
Chapters in the City-Parish Disparity Study report

| Chapter | Description |
|---------------------------------------|---|
| ES. Executive Summary | Brief summary of study results |
| 1. Introduction | Study purpose, study team, organization of report, and summary of public participation |
| 2. Legal Framework | Legal standards concerning programs for minority-owned firms, women-owned firms, businesses owned by veterans and service-disabled veterans, and small businesses |
| 3. City-Parish Contracts | Contract data collection, definition of the geographic area and analysis of subindustries involved in City-Parish contracts |
| 4. Marketplace Conditions | Conditions for minority-, women-, veteran-, service-disabled veteran-owned and other businesses in the local marketplace |
| 5. Utilization and Disparity Analysis | Comparison of utilization and availability for minority-, women-, veteran-, service-disabled veteran-owned businesses |
| 6. Recommendations | Conclusions and recommendations for City-Parish consideration |

Collection of City-Parish contract data. The study team collected information about City-Parish contracts for January 2013 through September 2017. Chapter 3 outlines the data collection process and identifies the subindustries and geographic market area that were the focus of the study. Appendix C provides further documentation.

Availability analysis. Chapter 4 presents results of the survey of Baton Rouge metropolitan area businesses (“availability survey”). Appendix D includes additional documentation, including the survey instrument.

Conditions in the Baton Rouge marketplace. Chapter 5 also summarizes information about the conditions within the Baton Rouge marketplace based on the quantitative information collected in the study and the study team’s in-depth interviews, Town Halls, availability surveys and other efforts to collect anecdotal information. Seven appendices provide supporting detail.

- Appendix E researches any barriers to entry and advancement into Baton Rouge metro area industries for workers;
- Appendix F examines business ownership;
- Appendix G reviews information about access to capital;
- Appendix H analyzes outcomes for businesses in the local marketplace; and
- Appendix I discusses data sources for the quantitative analyses.

Appendix J presents comments from business owners and other individuals compiled through in-depth interviews and other research. Appendix L provides the methodology for analysis of the local private sector construction market.

Utilization and disparity analyses for City-Parish contracts. Chapter 6 estimates the percentage of City-Parish contract dollars that went to different groups of businesses during the study period.

F. Public Comment Process for the Draft Disparity Study Report

Keen Independent and the City-Parish published a draft report for public comment in November 2019 before finalizing the report. The public was able to give feedback and provide written comments (a) in person at the Town Halls, (b) online at www.keenindependent.com/baton-rouge-disparity-study (c) via email at batonrougedisparitystudy@keenindependent.com or (d) through regular mail to Keen Independent Research LLC; 701 N. 1st St., 2nd Floor, Phoenix, AZ 85004.

Keen Independent reviewed information from the Town Halls and written comments before incorporating them into the final Disparity Study report.

CHAPTER 2.

Legal Issues Regarding Business Assistance Program

Throughout the country, state and local governments have enacted minority- and women-owned business enterprise programs for several reasons, including to ensure that they are not engaged in active discrimination in their contracting, to remedy specific identified past discrimination or its present effects in their marketplace based on a compelling governmental interest, or to take affirmative steps to dismantle a system in which they were passive participants in private marketplace discrimination. Such programs can be subject to legal challenge.

In its *Croson* decision, the U.S. Supreme Court held the City of Richmond’s “set-aside” action plan violated the Equal Protection Clause of the Fourteenth Amendment.¹ The U.S. Supreme Court applied the “strict scrutiny” standard, generally applicable to any race-based classification, which requires a governmental entity to have a “compelling governmental interest” in remedying past identified discrimination or its present effects, and that any program adopted by a local or state government must be “narrowly tailored” to achieve the goal of remedying the identified discrimination.

The City-Parish wishes to ensure that it is not an active or passive participant in discrimination against minority-owned or women-owned businesses, and does not directly or indirectly contribute to disadvantages for veteran-owned businesses, service-disabled veteran-owned businesses and small business enterprises.

A. Potential Legal Challenges to Government Programs to Assist Minority- and Women-owned Firms

Any local or state government faces potential legal challenges to its targeted business programs. Different standards of legal review apply to MBE, WBE, VOB, SDVOB and SBE programs.

Federal court decisions concerning MBE programs. In 1989, the U.S. Supreme Court established substantial limitations on the ability of state and local governments to have MBE programs or any other programs benefitting a group based on race. The U.S. Supreme Court in *City of Richmond v. J.A. Croson Company* established “strict scrutiny” as the standard of review for race-conscious programs adopted by state and local governments.²

¹ 488 U.S. 469 (1989).

² *City of Richmond v. J.A. Croson Company*, 488 U.S. 469 (1989).

The strict scrutiny standard is the most stringent legal burden and threshold for satisfying and evaluating the validity of race-conscious programs under the U.S. Constitution short of prohibiting them altogether.

- A local government such as the City-Parish must thoroughly examine evidence to determine whether there is a *compelling governmental interest* in remedying specific past identified discrimination or its present effects in its marketplace.

Based on court decisions, a governmental entity can enact a race-conscious program to remedy past or present specific identified discrimination in its marketplace only where it has actively discriminated in its award of contracts or has been a “passive participant” in a system of racial exclusion practiced, for example, by elements of the local construction industry.

Without a finding of a compelling governmental interest and a strong basis in evidence of specific identified discrimination, local governments can only adopt measures for disadvantaged businesses if race is not the basis for any preferential treatment or considered in the eligibility for a program or for the award of contracts.

- A local government must also ensure that any program adopted is *narrowly tailored* to achieve the goal of remedying the identified discrimination.

Courts consider several factors when determining whether a program is narrowly tailored. First, whether the local government has seriously considered workable “race-neutral measures” such as small business programs to remedy discrimination or address any barriers is one of the factors considered by the courts.

Disparity studies examine the types of evidence approved by the U.S. Supreme Court and lower courts that have reviewed public programs to assist minority-owned businesses since the *Croson* decision. Federal courts have reviewed and approved the methodology used by Mr. Keen, which is the same as what is used in the City-Parish study.³

Federal court decisions concerning WBE programs. Some courts apply a more easily met standard of legal review — “intermediate scrutiny” — to gender-conscious programs.⁴ However, this legal standard can vary among courts, as explained below.

³ See, e.g., *AGC, SDC v. Caltrans*, 713 F.3d at 1198-1199.

⁴ See generally, *AGC, SDC v. Caltrans*, 713 F.3d at 1195; *H. B. Rowe*, 615 F.3d 233, 242 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 990 n. 6; *Coral Constr. Co.*, 941 F.2d at 931-932 (9th Cir. 1991); *Equal Found. v. City of Cincinnati*, 128 F.3d 289 (6th Cir. 1997); *Eng’g Contractors Ass’n*, 122 F.3d at 905, 908, 910; *Ensley Branch N.A.A.C.P. v. Seibels*, 31 F.3d 1548 (11th Cir. 1994); see also *U.S. v. Virginia*, 518 U.S. 515, 532 and n. 6 (1996) (“exceedingly persuasive justification”); *Geyer Signal, Inc.*, 2014 WL 1309092; *Progressive Sec. Ins. Co. v. Foster*, 711 So. 2d 675 (La. 1998). (A classification that involves discrimination based on certain classes such as gender or illegitimacy will generally receive intermediate scrutiny. Under this level of review, to be upheld the classification must be substantially related to a legitimate state interest).

The federal court system is composed of district courts, each within one of thirteen circuits that hear appeals of decisions from courts in their jurisdiction. Louisiana is within the Fifth Circuit Court of Appeals. Certain Federal Courts of Appeal, including the Fifth Circuit, apply intermediate scrutiny to gender-conscious programs.⁵ Restrictions subject to intermediate scrutiny are permissible so long as they are narrowly tailored to serve a significant governmental interest.⁶ The courts have interpreted this intermediate scrutiny standard to require that gender-based classifications be:

1. Supported by both “sufficient probative” evidence or “exceedingly persuasive justification” in support of the stated rationale for the program; and
2. Substantially related to the achievement of that underlying objective.⁷

In sum, the types of analyses relevant to supporting a WBE program are similar to those for an MBE program. Keen Independent’s utilization, availability, disparity and marketplace analyses for white women-owned firms in the City-Parish study parallel those for minority-owned firms.

Constraints in the State Constitution. Article I, Section 3 of the Louisiana Constitution provides that no law shall discriminate against a person because of race or sex.⁸ The Louisiana Constitution, according to the courts, provides greater equal protection rights than that of the United States Constitution.⁹ Therefore, any race- or gender-conscious programs enacted by state and local governments in Louisiana could also be challenged based on the Louisiana Constitution.

The Louisiana Supreme Court held that pursuant to the Louisiana Constitutional provision by its very terms, “It is irrelevant whether there is arguably a compelling state interest that justifies the racially discriminatory law, and once it is determined that a law discriminates against persons on the basis of race, there is no further inquiry.”¹⁰

⁵ *Cunningham v. Beavers*, 858 F.2d 269, 273 (5th Cir. 1988), cert. denied, 489 U.S. 1067 (1989) (citing *Craig v. Boren*, 429 U.S. 190 (1976), and *Lalli v. Lalli*, 439 U.S. 259(1978)); *Progressive Sec. Ins. Co. v. Foster*, 711 So. 2d 675 (La. 1998). (A classification that involves discrimination based on certain classes such as gender or illegitimacy will generally receive intermediate scrutiny. Under this level of review, to be upheld the classification must be substantially related to a legitimate state interest).

⁶ *Serr. Emp. Int’l Union, Local 5 v. City of Hous.*, 595 F.3d 588, 596 (5th Cir. 2010); see, e.g. *State v. Granger*, 982 So. 2d 779, 787-788 (La. 2008).

⁷ *Id.*; See generally, *AGC, SDC v. Caltrans*, 713 F.3d at 1195; *H. B. Rowe, Inc. v. NCDOT*, 615 F.3d 233, 242 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 990 n. 6; *Coral Constr. Co.*, 941 F.2d at 931-932 (9th Cir. 1991); *Equal Found. v. City of Cincinnati*, 128 F.3d 289 (6th Cir. 1997); *Eng’g Contractors Ass’n*, 122 F.3d at 905, 908, 910; *Ensley Branch N.A.A.C.P. v. Seibels*, 31 F.3d 1548 (11th Cir. 1994); *Contractors Ass’n of E. Pa. v. City of Philadelphia*, 6 F.3d at 1009-1011 (3^d Cir. 1993); see, also, *U.S. v. Virginia*, 518 U.S. 515, 532 and n. 6 (1996) (“exceedingly persuasive justification.”); *Progressive Sec. Ins. Co. v. Foster*, 711 So. 2d 675 (La. 1998). (A classification that involves discrimination based on certain classes such as gender or illegitimacy will generally receive intermediate scrutiny. Under this level of review, to be upheld the classification must be substantially related to a legitimate state interest).

⁸ La. Const., Art. I, Sec. 3.

⁹ *La. Associated Gen. Contractors, Inc. v. State of Louisiana, et.al*, 669 So. 2d 1185 (La. 1996).

¹⁰ *Id.* (See discussion in Section D.3 in Appendix B of this report).

Therefore, according to the Louisiana Supreme Court, when a law discriminates against a person by classifying him or her on the basis of race, it shall be “forbidden completely,” regardless of the justification behind the racial discrimination.¹¹

Federal courts interpreting the Louisiana Constitution are in accord. The Fifth Circuit Court of Appeals addressed this interplay between federal and state constitutions and held that “[u]nder the United States Constitution, classifications based on race are permissible if they are narrowly tailored to serve a compelling government interest. However, under the Louisiana Constitution, classifications based on race shall be repudiated completely, regardless of the justification.”¹²

B. Legal Issues Concerning VOB, SDVOB or SBE Programs

Where a challenge to the constitutionality of a statute or a regulation does not involve a fundamental right or a suspect class, the appropriate level of scrutiny to apply is the rational basis standard.¹³ When applying rational basis review under the Equal Protection Clause of the Fourteenth Amendment of the United States Constitution, a court is required to inquire “whether the challenged classification has a legitimate purpose and whether it was reasonable [for the legislature] to believe that use of the challenged classification would promote that purpose.”¹⁴

Therefore, state and local governments can more easily defend programs for veterans, service-disabled veterans or small businesses than programs focusing on minority- or women-owned firms as eligibility for such programs are not based on race, ethnicity or gender of the business owner. When examining the constitutionality of programs, it appears that courts would presume such a law to be constitutional unless it fails the “rational basis test.” A plaintiff challenging the statute has the burden of proving that there is no conceivable legitimate purpose, or that the law is not rationally related to it.

There appears to be no prohibitions on VOB, SDVOB or SBE programs in the state constitution.

C. Further Information

The law firm Holland & Knight LLP prepared a review of relevant legal standards and court cases for this study, which is provided in Appendix B of this report.

¹¹ *Id.* at 1198; *see Louisiana Associated General Contractors, Inc. v. New Orleans Aviation Board*, 764 So. 2d 31, 32 (La. 1999).

¹² *Dean v. City of Shreveport*, 438 F.3d 448, 464 (5th Cir. 2006) (internal citations and quotations omitted).

¹³ *See, e.g., Heller v. Doe*, 509 U.S. 312, 320 (1993); *Cunningham v. Beavers* 858 F.2d 269, 273 (5th Cir. 1988); *see also Lundeen v. Canadian Pac. R. Co.*, 532 F.3d 682, 689 (8th Cir. 2008) (stating that federal courts review legislation regulating economic and business affairs under a ‘highly deferential rational basis’ standard of review.”); *State v. Granger*, 982 So. 2d 779, 787-788 (La. 2008); *La. Associated Gen. Contractors, Inc. v. State of Louisiana, et.al*, 669 So. 2d 1185 (La. 1996).

¹⁴ *See, e.g., Heller v. Doe*, 509 U.S. 312, 320 (1993); *Cunningham v. Beavers* 858 F.2d 269, 273 (5th Cir. 1988); *see also, La. Associated Gen. Contractors, Inc. v. State of Louisiana, et.al*, 669 So. 2d 1185 (La. 1996).

CHAPTER 3.

City-Parish Contracts

Many components of the disparity study require City-Parish contract and subcontract data as building blocks. As a first step in the availability research, for example, Keen Independent identified the geographic area from which the City-Parish draws contractors and vendors and the types of work involved in City-Parish contracts. The study team selected the geographic area and industries to be included in the marketplace analyses and the availability survey based on this information. Keen Independent then used the contract data to perform the utilization and disparity analyses for the City-Parish.

Chapter 3 describes the study team’s process for compiling and merging these data. Chapter 3 consists of four parts:

- A. Overview of City-Parish contracts;
- B. Collection and analysis of City-Parish contract data;
- C. Types of work involved in City-Parish contracts; and
- D. Location of businesses receiving City-Parish contracts.

Appendix C provides additional detail concerning collection and analysis of contract data.

A. Overview of City-Parish Contracts

The City-Parish makes a broad range of procurements for construction, goods, professional services and other services. Keen Independent examined information for City-Parish purchases from January 1, 2013 through September 30, 2017. (September 30, 2017 was the close of the study period for City-Parish contracts because the City-Parish changed to a new information system later in the fall of 2017.)

Keen Independent focused on procurement paid through City-Parish funds and sought to exclude contracts using federal funds from the U.S. Department of Transportation, U.S. Environmental Protection Agency or the U.S. Department of Housing and Urban Development. Contracts awarded using funds from these three agencies follow federal procurement guidelines including programs to encourage the using of certified disadvantaged business enterprises (DBEs) or certified minority business enterprises and women business enterprises (MBE/WBE programs). Disparity studies for local governments typically exclude contracts for which such federal programs apply.

B. Collection and Analysis of City-Parish Contract Data

Figure 3-1 provides an overview of how Keen Independent developed data to determine the share of City-Parish contracts going to different groups of businesses.

Because there was no one source of data for all City-Parish contracts, several procurement and financial information systems were used to compile the contract information. Most of the needed data for City-Parish contracts came from purchase order data, but checks were important to identify other services procurements.

City-Parish data sources provided information about award date, company receiving the procurement, dollars, and usually a general description of the type of good purchased or work that was performed.

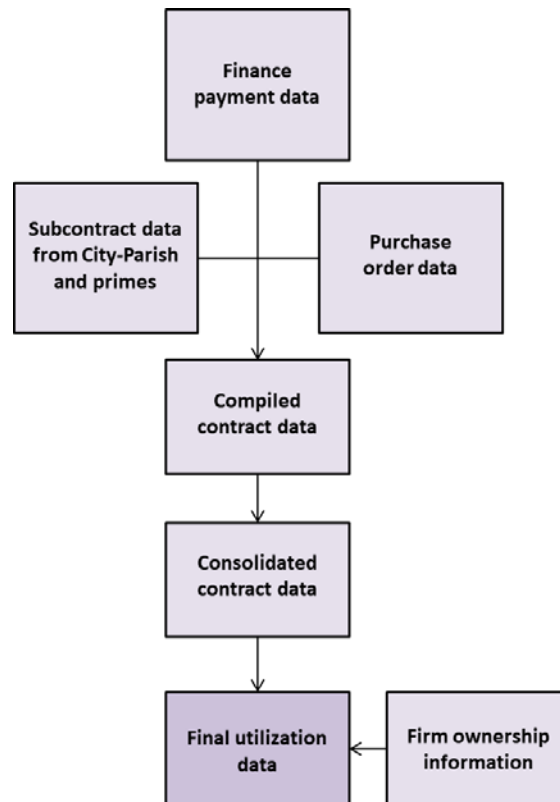
The City-Parish has no centralized electronic systems for compiling subcontract information. Those data came from individual City-Parish departments or prime contractors. Not all of the requested subcontract information was provided by prime contractors.

Appendix C describes the contract data collection process in detail.

As shown at the bottom of Figure 3-1, Keen Independent also sought information about each firm receiving City-Parish contracts and subcontracts, including the race, ethnicity and gender of the business owner, whether the business was veteran- or service-disabled veteran-owned, and whether it was “small” according to U.S. Small Business Administration guidelines.

- Some of these data on firm characteristics came from information reported by individual City-Parish contractors and vendors in its vendor registration system.
- Most of the data on firm characteristics was compiled through additional study team research. Certification information was a source but not the only source of ownership information. Minority-, women-, veteran- and service-disabled firms include certified and non-certified companies. Appendix C describes sources of information on firm ownership.

Figure 3-1.
Collection of City-Parish contract data



Total procurements. In total (from the consolidated purchase orders and checks), Keen Independent received data for \$16.6 billion of City-Parish procurements for the January 1, 2013 through September 30, 2017 study period. Keen Independent attempted to eliminate double counting of checks and purchase orders and made other adjustments to combine the purchase order and check data into a final dataset for City procurements.

The study team only examined procurements that totaled more than \$10,000 in payments for POs and \$100 for checks. Procurements below these amounts were not included in the final database as they accounted for a very small portion of total contract dollars. Purchases order less than \$10,000 accounted for less than 1 percent of total purchase order dollars. Checks of less than \$100 represented about 1 percent of the total dollars of checks.

Types of procurements not included in a disparity study. Some types of purchases are typically outside the scope of a disparity study as they related to non-businesses, regulated utilities, financial and insurance services, federally funded contracts or other atypical services. Non-businesses are excluded as they have no “ownership”; the concept of whether they are minority- or majority-owned does not apply.

In addition, equipment and supplies typically purchased from a national market are not included as there are sometimes no local vendors available for such goods or service. Mosquito control chemicals is one example of a highly specialized supply often only provided by a few national companies.

For the above reasons, the study team made certain exclusions for purchases related to:

- Government agencies;
- Not-for-profits;
- Utilities;
- Banks;
- Colleges and universities;
- Insurance companies;
- Travel expenses;
- Environmental Protection Agency grants;
- U.S. Department of Housing and Urban Development grants; and
- Products related to national markets (e.g. medical equipment, police equipment supplies, office supplies).

The study team separated the dollars for a contract into those going to subcontractors from the dollars retained by the prime contractor (or subconsultants and the prime consultant on professional services contracts). Keen Independent calculated the total dollars retained by the prime contractor by subtracting subcontractor dollars from the total contract value. Appendix C discusses these data in more detail.

Coding the type of construction, good or service provided. To code the primary type of work involved in each contract or subcontract, Keen Independent examined the description in the contract records or researched the type of work performed by the contractor or vendor when a description was not available in the City-Parish procurement, payment or subcontract data. When contracts or subcontracts pertained to multiple types of work, Keen Independent coded the entire work element based on what appeared to be the predominant type of work in the contract or subcontract. When a more specialized activity could not be identified as the primary area of work, these contracts were classified as “other” under one of the four industries.

C. Types of Work Involved in City-Parish Contracts

After exclusions, there were 11,031 contracts and subcontracts totaling \$2.4 billion in the utilization data for the City-Parish. Figure 3-2 presents the final number and dollar value of City-Parish contracts included in the disparity study.

Figure 3-2.
Number and dollars of City-Parish procurements, Jan. 2013–Sept. 2017

| Type of work | Number of contracts | Dollars (millions) |
|-----------------------|---------------------|--------------------|
| Construction | 1,916 | \$ 1,615 |
| Professional services | 2,453 | 420 |
| Goods | 3,506 | 98 |
| Other services | 3,156 | 315 |
| Total | 11,031 | \$ 2,448 |

Note: Numbers may not add due to rounding.

Source: Keen Independent from City-Parish contract data.

Construction contract dollars. Figure 3-3 presents information about contract dollars for different types of work on City-Parish construction contracts. Dollars for prime contractors are based on the portion of the contract that is self-performed (i.e., not subcontracted out).

As previously mentioned, the construction contracts examined in Figures 3-3 through 3-6 do not include those using U.S. EPA, USDOT, and U.S. HUD funds.

Figure 3-3.
City-Parish construction contract dollars by type of work, Jan. 2013–Sept. 2017

| Type of work | Total | |
|--|---------------------|----------------|
| | Dollars (1,000s) | Percent |
| Underground utilities (water, sewer and utilities lines) | \$ 670,091 | 41.5 % |
| Waste water and sewage treatment | 329,596 | 20.4 |
| General road construction and widening | 325,584 | 20.2 |
| Office and public building construction | 113,521 | 7.0 |
| Construction remediation and clean-up | 39,399 | 2.4 |
| Bridge and elevated highway construction | 38,318 | 2.4 |
| Electrical work | 31,260 | 1.9 |
| Plumbing, heating and air conditioning | 13,270 | 0.8 |
| Excavation, site prep, grading and drainage | 9,049 | 0.6 |
| Concrete flatwork (including sidewalk, curb and gutter) | 6,265 | 0.4 |
| Sports and recreational facility construction | 6,109 | 0.4 |
| Roofing | 4,788 | 0.3 |
| Plastering, drywall and insulation work | 4,105 | 0.3 |
| Wrecking and demolition | 1,573 | 0.1 |
| Installation of guardrails, fencing or signs | 781 | 0.0 |
| Temporary traffic control | 490 | 0.0 |
| Landscape contracting | 392 | 0.0 |
| Other - construction | 21,051 | 1.3 |
| Total | \$ 1,615,641 | 100.0 % |

Source: Keen Independent from City-Parish contract data.

Professional services contract dollars. As shown in Figure 3-4, construction management and architecture and engineering represented the most dollars of professional services contracts.

Figure 3-4.
City-Parish professional services contract dollars by type of work, January 2013–September 2017

| Type of work | Total | |
|---|---------------------|----------------|
| | Dollars (1,000s) | Percent |
| Architecture and engineering | \$ 159,078 | 37.9 % |
| Construction management | 104,884 | 25.0 |
| Inspection and testing | 73,219 | 17.4 |
| Environmental consulting | 19,281 | 4.6 |
| IT and data services | 15,145 | 3.6 |
| Business research and consulting | 12,209 | 2.9 |
| Real estate consulting and appraisal services | 7,878 | 1.9 |
| Advertising, marketing, graphic design and public relations | 4,218 | 1.0 |
| Landscape architecture | 1,207 | 0.3 |
| Other - professional services | 22,474 | 5.4 |
| Total | \$ 419,593 | 100.0 % |

Source: Keen Independent from City-Parish contract data.

Goods procurement dollars. Vehicles and fuel purchases accounted for most dollars of City-Parish goods purchases, as displayed in Figure 3-5. Purchases made from national markets were excluded.

Figure 3-5.

City-Parish goods contract dollars by type of work, January 2013–September 2017

| Type of work | Total | |
|--|---------------------|----------------|
| | Dollars (1,000s) | Percent |
| Cars and trucks | \$ 22,891 | 23.3 % |
| Petroleum bulk stations and terminals | 22,553 | 22.9 |
| Industrial equipment and machinery, including parts and supplies | 7,207 | 7.3 |
| Firefighting equipment and supplies | 6,037 | 6.1 |
| Heavy construction equipment | 5,333 | 5.4 |
| Furniture | 5,149 | 5.2 |
| Electrical equipment and supplies | 3,970 | 4.0 |
| Fire department vehicles | 2,670 | 2.7 |
| Vehicle parts | 2,446 | 2.5 |
| Clothing and uniforms | 2,396 | 2.4 |
| Aggregate materials supply | 1,988 | 2.0 |
| Tires | 986 | 1.0 |
| Recreation and playground equipment and supplies | 225 | 0.2 |
| Industrial supplies | 14 | 0.0 |
| Other - goods | <u>14,481</u> | <u>14.7</u> |
| Total | \$ 98,346 | 100.0 % |

Source: Keen Independent from City-Parish contract data.

Other services procurement dollars. Procurement dollars by type of other services work are shown in Figure 3-6. Waste collection and disposal was the largest area of spending during the study period.

Figure 3-6.

City-Parish other services contract dollars by type of work, January 2013–September 2017

| Type of work | Total | |
|--|---------------------|----------------|
| | Dollars (1,000s) | Percent |
| Waste collection and disposal | \$ 251,078 | 79.6 % |
| Building cleaning and maintenance | 9,110 | 2.9 |
| Landscaping and related work including erosion control | 8,380 | 2.7 |
| Sewer cleaning and inspection | 7,124 | 2.3 |
| Equipment repair services | 6,674 | 2.1 |
| Pest control and disinfecting services | 3,890 | 1.2 |
| Staffing services | 2,261 | 0.7 |
| Construction equipment rental | 2,032 | 0.6 |
| Local transportation services | 1,185 | 0.4 |
| Elevator services | 583 | 0.2 |
| Security guard services | 402 | 0.1 |
| Security systems services | 274 | 0.1 |
| Facilities operations and support (includes corrections) | 208 | 0.1 |
| Other - services | <u>22,166</u> | <u>7.0</u> |
| Total | \$ 315,367 | 100.0 % |

Source: Keen Independent from City-Parish contract data.

D. Location of Businesses Receiving City-Parish Contracts

Analyses of local marketplace conditions and the availability of firms to perform City-Parish contracts focus on businesses within the “relevant geographic market area” for City-Parish contracts. The relevant geographic market area for construction, professional services, goods and other services procurements was determined through the following steps:

- For each prime contractor and subcontractor, Keen Independent determined whether the company had a business establishment in the Baton Rouge Metropolitan Statistical Area (MSA)¹ based upon City-Parish vendor records and additional research.
- Keen Independent then added the dollars for firms with Baton Rouge MSA locations and compared the total with dollars for all companies.
- The study team performed this analysis for all contracts and subcontracts in the January 2013 through September 2017 study period.

The analysis described above found that 80 percent of combined City-Parish contract dollars went to firms with locations in the Baton Rouge MSA (after excluding purchases typically made from a national market). As shown in Figure 3-7, the share of purchases going to local companies was 75 percent for City-Parish goods purchases (not including procurements primarily made from a national market). For other services contracts, 90 percent of City-Parish contract dollars went to businesses that had locations within the Baton Rouge MSA.

Figure 3-7.
Dollars of City-Parish prime contracts and subcontracts by location of firm, January 2013–September 2017

Note:

Numbers may not add due to rounding.

Source:

Keen Independent from City-Parish contract data.

| | Dollars (millions) | Percent of dollars |
|------------------------------|-----------------------|-----------------------|
| Construction | | |
| Baton Rouge metro area | \$ 1,223 | 76 % |
| Other regions | 393 | 24 |
| Total | \$ 1,616 | 100 % |
| Professional services | | |
| Baton Rouge metro area | \$ 370 | 88 % |
| Other regions | 50 | 12 |
| Total | \$ 420 | 100 % |
| Goods | | |
| Baton Rouge metro area | \$ 74 | 75 % |
| Other regions | 25 | 25 |
| Total | \$ 98 | 100 % |
| Other services | | |
| Baton Rouge metro area | \$ 285 | 90 % |
| Other regions | 30 | 10 |
| Total | \$ 315 | 100 % |
| Total | | |
| Baton Rouge metro area | \$ 1,952 | 80 % |
| Other regions | 497 | 20 |
| Total | \$ 2,449 | 100 % |

¹ Corresponding to the 10-parish Baton Rouge Metropolitan Statistical Area, which includes Ascension, Assumption, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, West Baton Rouge and West Feliciana parishes in Louisiana.

Based on this information, Keen Independent determined that the Baton Rouge Metropolitan Statistical Area should be selected as the relevant geographic market area for City-Parish construction, goods, professional services and other services contracts (see boundaries of the Baton Rouge MSA in Figure 3-8).

Figure 3-8.
Baton Rouge MSA



CHAPTER 4.

Marketplace Conditions in the Baton Rouge Metropolitan Area

Keen Independent conducted quantitative and qualitative analyses of conditions in the Baton Rouge metropolitan area marketplace to examine whether barriers exist in local construction, goods, professional services and other service industries for people of color, women, veterans and service-disabled veterans, and whether such barriers might affect opportunities for City-Parish contracts.

Keen Independent analyzed quantitative and qualitative information to determine whether barriers currently exist in the Baton Rouge MSA.¹ The study team focuses on the construction, goods, professional services and other services industries as those sectors are most involved in City-Parish contracts (“study industries”).²

The study team’s quantitative research regarding businesses owned by veterans and service-disabled veterans is less extensive than for minorities and women because of limited data and the fact that programs for such businesses face less risk of successful legal challenge (see Chapter 2 and Appendix B). Quantitative analysis of marketplace conditions for veterans and service-disabled veterans are presented separately.

Keen Independent organized Chapter 4 to provide an overview of different aspects of market conditions affecting people of color, women, veterans and service-disabled veterans in the Baton Rouge area:

- A. Composition of the Baton Rouge metro area workforce and business owners;
- B. Entry and advancement within study industries;
- C. Business ownership;
- D. Access to capital, bonding and insurance;
- E. Success of businesses;
- F. Veteran and service-disabled veteran businesses;
- G. All small businesses; and
- H. Conclusions concerning the Baton Rouge metropolitan area marketplace.

Quantitative information in Chapter 4 comes from U.S. Bureau of the Census data, other federal sources and the availability survey conducted as part of the Disparity Study. Appendices E through I provide supporting information.

The study team conducted in-depth interviews, an availability survey, Town Hall meetings and other means that obtained comments from about 200 business owners and other individuals.

¹ In Chapter 4, “Baton Rouge metropolitan area” refers to the federally defined Baton Rouge Metropolitan Statistical Area (MSA).

² Appendix I identifies the types of businesses grouped into each study industry when using American Community Survey data.

Keen Independent also received input received through the study website, dedicated email address and a telephone hotline. Appendix J provides a summary of the qualitative information collected in the study.

A. Composition of the Baton Rouge Metro Area Workforce and Business Owners

Keen Independent examined marketplace conditions for people of color, women, veterans and service-disabled veterans.

- **People of color.** State and local programs that assist minority-owned businesses often focus on four minority groups — African Americans, Asian Americans, Hispanic Americans and Native Americans.
- **Women.** Chapter 4 examines marketplace conditions for women and women-owned businesses. In this chapter, “WBEs” refers to white women-owned business enterprises.
- **Veterans.** The study team examined data for veterans and veteran-owned businesses based on American Community Survey data for veterans. Data are for all veterans regardless of when the individual served in the military.
- **Service-disabled veterans.** The study team also examined data for service-disabled veterans based on American Community Survey data. Data for service-disabled veterans includes “veteran service-connected disability” as indicated in self reports.

Census data on business ownership. Analysis of American Community Survey data allows Keen Independent to compare the representation of minorities and women among study industry business owners with a benchmark based on overall composition of the Baton Rouge workforce. Study industries are construction, professional services, goods and other services. (See Appendices E and F for more information.)

People of color. The study team examined the representation of minorities among workers and business owners in the Baton Rouge MSA based on 2013–2017 American Community Survey data from the U.S. Bureau of the Census. Figure 4-1 on the presents demographic characteristics of the labor force as a whole, for business owners in the study industries and for business owners in all industries. Based on the ACS data, 41 percent of Baton Rouge MSA workers were racial or ethnic minorities:

- African Americans were 34 percent;
- Asian Americans were 3 percent;
- Hispanic Americans were 4 percent; and
- Native Americans and other minorities were 1 percent of total workers.

The ACS data also include information about whether an individual is a business owner. Based on these data, 33 percent of Baton Rouge construction, goods, professional services and other services business owners were minorities. African Americans and Asian Americans made up a smaller share

of business owners in these industries than what might be expected based on representation in the overall workforce.

Figure 4-1.

Demographic distribution of business owners and the workforce in Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | Workforce in all industries | Business owners in study industries | Business owners in all other industries |
|--|-----------------------------|-------------------------------------|---|
| Race/ethnicity | | | |
| African American | 33.9 % | 22.5 % ** | 18.4 % ** |
| Asian American | 2.5 | 0.9 ** | 4.2 |
| Hispanic American | 3.9 | 8.7 ** | 6.7 ** |
| Native American or other minority | 0.7 | 0.6 | 0.2 |
| Non-Hispanic white | 58.9 | 67.4 ** | 70.5 ** |
| Total | 100.0 % | 100.0 % | 100.0 % |
| Gender | | | |
| Female | 48.6 % | 24.3 % ** | 53.0 % * |
| Male | 51.4 | 75.7 ** | 47.0 * |
| Total | 100.0 % | 100.0 % | 100.0 % |
| Veteran status | | | |
| Veteran | 4.7 % | 6.7 % | 4.8 % |
| Non-veteran | 95.3 | 93.3 | 95.2 |
| Total | 100.0 % | 100.0 % | 100.0 % |
| Service-disabled veteran status | | | |
| Service-disabled | 0.9 % | 0.2 % | 0.5 % |
| Not service-disabled | 99.1 | 99.8 | 99.5 |
| Total | 100.0 % | 100.0 % | 100.0 % |

Note: *, ** Denote that the difference in proportions between business owners in the specified industries and the workforce in all industries for the given race/ethnicity/gender group is statistically significant at the 90% or 95% confidence level, respectively.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata Sample (PUMS). The 2013–2017 raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Analysis of business ownership in all other industries shows that people of color account for 30 percent of business owners in the Baton Rouge MSA. African Americans made up a smaller share of business owners than what might be expected based on representation in the overall workforce.

Women. Figure 4-1 also shows that women comprised 49 percent of the Baton Rouge MSA workforce, but only 24 percent of study industry business owners. Women-owned businesses accounted for more of the firms in other industries in the Baton Rouge MSA (53%).

Veterans. Veterans accounted for 5 percent of the workforce in the Baton Rouge MSA, 7 percent of business owners in the study industries and 5 percent of business owners in other industries.

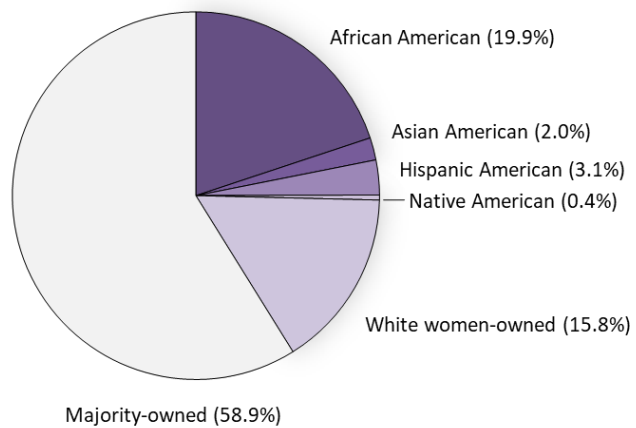
Service-disabled veterans. In 2013–2017, service-disabled veterans in the Baton Rouge area were 1 percent of area workers, but a very small percentage of firm owners.

Firms available for City-Parish contracts. Keen Independent conducted a survey of businesses located in the Baton Rouge metropolitan area that performed the types of construction, professional services and supplied the types of goods accounting for most of the dollars of City-Parish contracts during the study period. The study team attempted to contact each company in the Baton Rouge area, successfully reaching 1,798 businesses.³

MBE/WBEs as a share of total businesses available for City-Parish contracts. Of the companies in the Baton Rouge metropolitan area available for City-Parish contracts, 41 percent are minority- or women-owned businesses. (Appendix D explains these results.) The MBE/WBE availability in the Baton Rouge area indicates a relatively large MBE/WBE business community, which is consistent with other research. The share of local firms that are MBE/WBEs is similar to the Atlanta and New Orleans metropolitan areas.⁴

Figure 4-2.
Number of businesses in the Baton Rouge metropolitan area available for City-Parish contracts

Source:
Keen Independent 2019 availability survey.



Dollar-weighted availability of firms available for City-Parish contracts. MBE/WBEs in the availability database were not equally available for each type and size of City-Parish contract. Keen Independent performed a contract-by-contract analysis of availability for City-Parish procurements from January 2013 through September 2017.

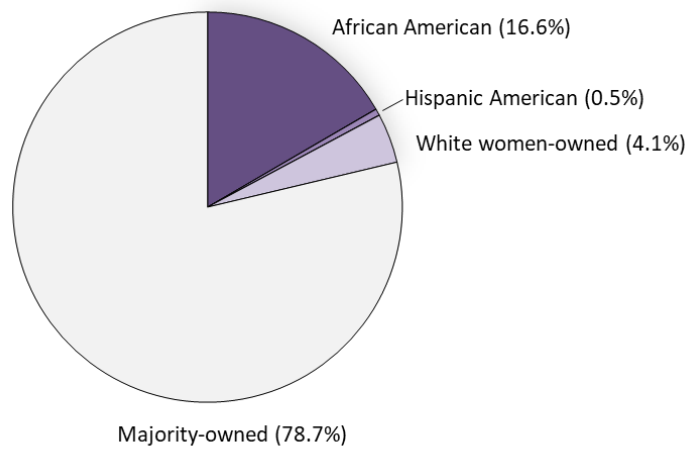
Firms in the availability database were identified as available for a contract if they performed that type of work and bid on contracts of that size (and were qualified and interested in prime contracts, subcontracts or both). Keen Independent then dollar-weighted the availability results for each City-Parish contract during the study period.

³ The study team attempted to reach each firm on the combined list. Because there was no sampling of firms when preparing the list of firms to be contacted in the availability survey, this approach is sometimes called a “custom census.” The study team contacted companies via email and through telephone calls. Companies could also complete the survey through a link on the disparity study website (which allowed any firm to be surveyed). Through these methods, the study team successfully contacted more than 5,000 establishments in the metropolitan area. After screening firms for qualifications and interest in City-Parish and BREC procurement and other factors, there were 1,378 firms included in the availability analysis.

⁴ About 43 percent MBE/WBE based on Keen Independent’s 2015 disparity study for the City of Atlanta (Keen Independent Research, 2015 City of Atlanta Disparity Study, October 2015) and 44 percent MBE/WBE in Keen Independent’s 2018 study for the City of New Orleans (Keen Independent Research, City of New Orleans Disparity Study, April 2018). Availability results include certified and non-certified firms.

Figure 4-3 shows these results. If there were a level playing field, minority- and women-owned firms would receive 21 percent of City-Parish contract dollars for procurements included in the study.

Figure 4-3.
Percentage of
City-Parish contract
dollars that might be
expected to go to
MBE/WBEs



Source:
Keen Independent 2019
availability survey and
City-Parish contract dollars
for Jan. 2013–Sept. 2017
contracts.

B. Entry and Advancement within Study Industries

The analysis of the Baton Rouge area workforce discussed above was for all industries in the metropolitan area. The study team also examined the representation of minorities and women among workers in the construction, goods, professional services and other services industries. Additional data for the construction industry allowed Keen Independent to review whether people of color and women were employed in specific trades and advanced into supervisory and managerial roles. Appendix E presents detailed results.

In general, certain minority groups and women are underrepresented among workers in many of the study industries. In addition, people of color and women appear to face barriers regarding advancement to supervisory or managerial positions in the Baton Rouge construction industry.

Because individuals who form businesses worked in their respective industries before starting businesses, any barriers related to entry or advancement may result in fewer minorities and women owning businesses in those industries.

Quantitative information concerning entry into construction, professional services, goods and other services industries. As presented previously in Chapter 4, racial and ethnic minorities account for 41 percent of the Baton Rouge MSA workforce and women are nearly one-half of the local workforce. Opportunities for employment do not appear to be equal across industries, however.

Research concerning the construction industry provides some examples.

- The Baton Rouge MSA construction workforce was disproportionately white and male.
- Fewer African Americans and Asian Americans worked in the Baton Rouge construction industry than what might be expected based on composition of the overall workforce. African Americans were just 24 percent of the construction workforce compared with 34 percent in the overall workforce. Asian Americans were 1 percent of the construction workforce compared with 3 percent in other industries. Employment of Hispanic Americans in the construction industry was higher than in other industries (10% versus 3%).
- Women were 11 percent of people working in the construction industry compared to 53 percent of people working in other industries. Broken down by trade, most construction occupations appear to be at least 94 percent male.
- And, once a person of color or woman enters the Baton Rouge construction industry, data suggest unequal opportunities for advancement.⁵

Keen Independent identified certain disparities in employment for minorities and women in goods, professional services and other services as well. For example, even after controlling for having a college degree (frequently required in the professional services industry), fewer African Americans and Native Americans and other minorities worked in the Baton Rouge professional services industry than what might be expected. Employment of women in the professional services industry was also below what might be expected given the number of women with college degrees.

The quantitative results indicate that there is not a level playing field for minorities and women who might enter and try to advance as employees in the construction, professional services and goods industries in Baton Rouge (and for women concerning the other services industry). This reduces the number of minorities and women who are potential business owners in the study industries.

Qualitative information about entry and advancement. Keen Independent collected qualitative information about entry and advancement in the Baton Rouge workforce through an availability survey, interviews, Town Hall meeting and other means described at the beginning of Chapter 4. Appendix J summarizes these results.

Effects of entry and advancement on the Baton Rouge construction, professional services, goods and other services industries. The combined information indicates evidence of barriers for people of color and women entering the construction, professional services and goods industries and for women in the other services industry. There is also evidence of barriers to advancement for people of color and women in the Baton Rouge construction industry.

⁵ In 2013–2017, 36 percent of workers in the construction industry were minorities but only 14 percent of supervisors were minorities. Women held 11 percent of jobs in the industry but only 2 percent of supervisor jobs. There appeared to be lower rates of reaching a manager position for African Americans, Hispanic Americans and Native Americans. These differences were statistically significant.

Such barriers negatively affect the number of minority- and women-owned businesses in these industries because employment is often a precondition to business ownership in those industries. Overall MBE/WBE availability in study industries may be lower than what it would be if there were a level playing field regarding employment in those industries.

Underrepresentation of certain minority groups and women as employees in an industry — particularly in supervisory and managerial roles — may perpetuate any beliefs or stereotypical attitudes that minority- or female-owned businesses may not be as qualified as majority-owned businesses. Any such beliefs may also be making it more difficult for minority and female business owners to win work in the Baton Rouge marketplace, including work with the City-Parish.

C. Business Ownership

Even if there were no barriers to entering certain industries as an employee, there may be unequal opportunity for people of color and women to start a business. Research studies across the country have found that the race, ethnicity and gender of someone working in an industry affects opportunities for business ownership. Figure 4-4 summarizes how courts have used such information — particularly from a form of statistical examination called “regression analysis” — when considering the evidentiary support for a public agency’s race- or gender-conscious business assistance program.

Quantitative information about business ownership.

The study team used 2013–2017 ACS data to examine whether there are differences in business ownership rates between minorities and non-minorities and between women and men in the Baton Rouge construction, professional services, goods and other services industries. The largest disparities in business ownership were for women working in the local construction, goods and other services industries. For example, after statistically controlling for a variety of gender-neutral factors, about one-half as many women working in the construction industry owned businesses than similarly situated men.

Appendix F presents detailed results from the quantitative analyses of business ownership rates.

Figure 4-4.

Use of regression analyses of business ownership in defense of targeted business programs

State and federal courts have considered differences in business ownership rates between minorities and women and non-Hispanic whites and males when reviewing the constitutionality of race- and gender-conscious programs. For example, disparity studies in California, Illinois and Minnesota used regression analyses to examine the impact of race, ethnicity and gender on business ownership in the construction and engineering industries. Results from those analyses helped determine whether differences in business ownership exist between minorities and women and non-Hispanic white males after statistically controlling for race- and gender-neutral characteristics. Those analyses, which were based on Census data, were included in materials submitted to the courts in subsequent litigation concerning the implementation of the Federal DBE Program.

Appendix J includes comments for many firm owners regarding the difficulties starting and sustaining a business, including from female business owners. Factors contributing to business owners' successful entry and advancement in their respective industries include their prior experience in the field, business acumen, access to capital, cash flow, quality employees and other factors relating to business entry, growth and sustainability. For example:

- An African American female representative of a trade association reported that access to capital, bonding, debt financing, cashflow, technical assistance and counseling services are major challenges to starting a business for the members.
- The African American male owner of a professional services firm commented that managing capacity, delivering quality services to clients, pursuing work opportunities and understanding cash flow and business financing were challenges to starting his business.

Women and people of color may face additional disadvantages with successful business startup and growth.

D. Access to Capital, Bonding and Insurance

Access to capital is one of the key factors examined when researchers study business formation and success. Capital is required to start companies, so barriers accessing capital can affect the number of minorities and women who are able to go into business. Such barriers may also affect the likelihood of business survival or expansion.

There is evidence that people of color and women face certain disadvantages in accessing the capital necessary to start, operate and expand businesses. In addition, minorities and women start business with less capital (based on national data). Studies have demonstrated that lower start-up capital adversely affects prospects for those businesses.

Keen Independent examined whether minority and female business owners (and potential business owners) have access to capital that is comparable to that of non-minorities and men. In addition, the study team reviewed information about whether minority- and women-owned construction firms face any barriers in obtaining bonding, which is closely related.

Quantitative information about homeownership and mortgage lending. Wealth created through homeownership can be an important source of funds to start or expand a business. Barriers to homeownership or home equity can affect business opportunities by limiting the availability of funds for new or expanding businesses.

Keen Independent analyzed 2013–2017 American Community Survey data to determine if there were any differences in homeownership in the Baton Rouge metropolitan area by racial and ethnic groups. The study team examined the potential impact of race and ethnicity on mortgage lending in Baton Rouge based on Home Mortgage Disclosure Act (HMDA) data for 2013 and 2017.

Key results include:

- Home equity is an important source of funds for business start-up and growth. Fewer minorities in the Baton Rouge MSA owned homes compared with non-Hispanic whites. African Americans, Hispanic Americans and Native American and other minorities who did own homes tended to have lower home values.
- High-income African American, Hispanic American and other minority households applying for conventional home mortgages in the Baton Rouge area were more likely than high-income non-Hispanic whites to have their applications denied.
- Subprime loans accounted for a larger share of the conventional home purchase and refinance loans issued to people of color when compared to loans issued to non-Hispanic whites. This may constitute a form of predatory lending.

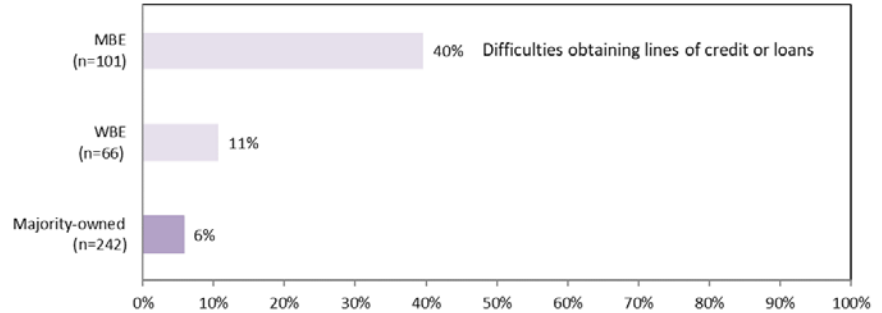
In conclusion, there is quantitative evidence of disparities in homeownership and home mortgage lending for people of color. Any past discrimination against minorities that affected the ability to purchase and stay in homes could have long-term impacts on the home equity available to start and expand businesses, access to business credit for business owners and access to bonding for construction business owners.

Quantitative information about business credit. Any race- or gender-based barriers in the application or approval processes of business loans could also affect the formation and success of minority- and women-owned businesses.

As part of the availability surveys with Baton Rouge MSA businesses conducted in 2019, Keen Independent asked questions related to potential barriers in the local marketplace. The interviewer introduced these questions with the following: “Finally, we’re interested in whether the company has experienced barriers or difficulties associated with business start-up or expansion, or with obtaining work. Think about your experiences in the past five years as you answer these questions.” Respondents were then asked about specific potential barriers or difficulties. For each potential barrier, the study team examined whether responses differed between minority-, women- and majority-owned firms.

The first question was, “Has your company experienced any difficulties in obtaining lines of credit or loans?” As shown in Figure 4-5, 40 percent of minority-owned businesses and 25 percent of white women-owned companies reported difficulties accessing business credit compared with only 6 percent of majority-owned firms.

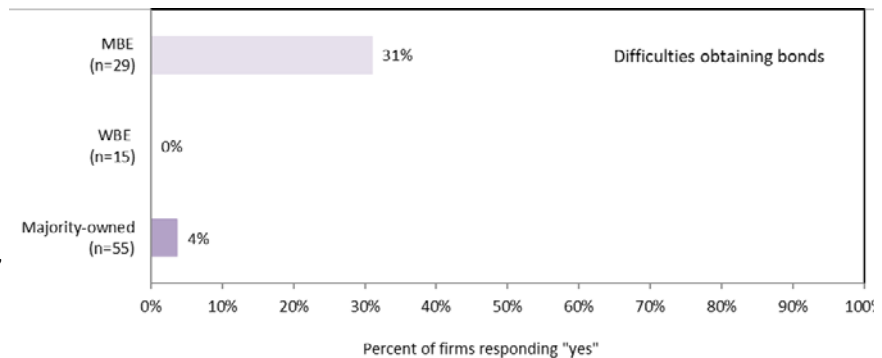
Figure 4-5.
Percent responding “yes” to, “Has your company experienced any difficulties in obtaining lines of credit or loans?” for MBEs, WBEs and majority-owned firms qualified and interested in public sector work



Source: Keen Independent, 2019 availability surveys.

Quantitative information about bonding. Access to bonding is closely related to access to capital. Among the construction firms that had obtained or tried to obtain a bond for a project, 20 percent of minority- and women-owned businesses indicated difficulties obtaining bonds needed for a project compared with 4 percent of majority-owned firms. Figure 4-6 examines the percentage of firms in Baton Rouge metropolitan area reporting difficulties obtaining bonds among those that had obtained or tried to obtain a bond.

Figure 4-6.
Percent responding “yes” to, “Has your company experienced any difficulties in obtaining bonds needed for a project?” for MBEs, WBEs and majority-owned firms qualified and interested in public sector work



Source: Keen Independent, 2019 availability surveys.

Qualitative information about access to capital and bonding. Keen Independent collected qualitative information about access to capital and bonding for businesses through in-depth interviews, an availability survey, Town Hall meetings and other means.

Many firm owners reported that obtaining financing was important in establishing and growing their businesses (including financing for working capital and for equipment) and surviving poor market conditions. Small business owners indicated that access to financing was a barrier in general and especially when starting and initially growing.

- For example, an African American male business owner remarked that construction is a “cash intensive business” and that many companies fail due to a “lack of capital and ... money to be able to sustain a business” when starting out.
- The African American female owner of a construction firm reported that her available credit is a factor when choosing projects to bid. She reported that she uses her credit to finance projects while waiting for payment from general contractors and that if her lines of credit are maxed out, she cannot take on additional work.

Some comments pertained to how bonding limited opportunities for construction companies:

- Many MBEs, WBEs and other small construction companies cannot obtain the necessary bonding to bid on public contracts or certain sizes of contracts. There is evidence that companies lose contracts or are unable to compete for them because of bonding requirements. Bonding requirements may force them to operate as subcontractors on public contracts where primes are willing to “carry” the subcontractors.
- One interviewee described obtaining bonding as a “catch-22.” The African American female owner of a construction firm commented that she could not secure large contracts because she could not obtain the bonding, so she worked on smaller projects to “work [her] way up.” She remarked, “I want to bid larger projects so that I can grow, but I can’t bid beyond my bonding capacity ... I can’t get larger bonding capacity because I’m not getting larger projects.”

Effects of unequal access to capital and bonding. Potential barriers associated with access to capital and bonding may affect business outcomes for MBE/WBEs compared to majority-owned firms.

- Well-capitalized businesses are, in general, more successful than other businesses.
- For state and local government construction contracts and certain other contracts, bonding is required to bid as a prime contractor. Interviewees reported that these requirements affect subcontractors as well.
- A company must also have considerable working capital to complete certain types of public sector contracts or subcontracts, especially if there are delays in payment on that contract (which some businesses experience).

- Compared with majority-owned firms, MBE/WBEs in the Baton Rouge marketplace are disproportionately small. Obtaining business financing and bonding can be more of a barrier to small businesses than large businesses. The effect of such barriers is to make it less likely that a small firm can expand or successfully pursue public sector work.
- To obtain bonding, a company must have financial strength. Any barriers to accessing capital can affect a company's ability to obtain a bond of a certain size. There is evidence that minority- and women-owned firms do not have the same access to capital as majority-owned firms.
- There is quantitative evidence that, on average, people of color in the Baton Rouge metropolitan area do not have the same personal access to capital as non-minorities. Personal net worth and financial history can affect access to business loans and bonding in the Baton Rouge marketplace.

E. Success of Businesses

Keen Independent completed quantitative and qualitative analyses that assessed whether the success of MBE/WBEs differs from that of majority-owned businesses in the Baton Rouge construction, professional services, goods and other services industries. The study team examined:

- Rates of business closures, expansion and contraction;
- Business receipts and earnings;
- Relative bid capacity; and
- The proportion of MBEs, WBEs and majority-owned firms in the metropolitan areas indicating that they have experienced specific barriers in the marketplace (from the 2019 availability survey).

The study team also compiled qualitative information from interviews, an availability survey with business owners, comments from Town Halls and other avenues. (Appendix J reviews this qualitative information.)

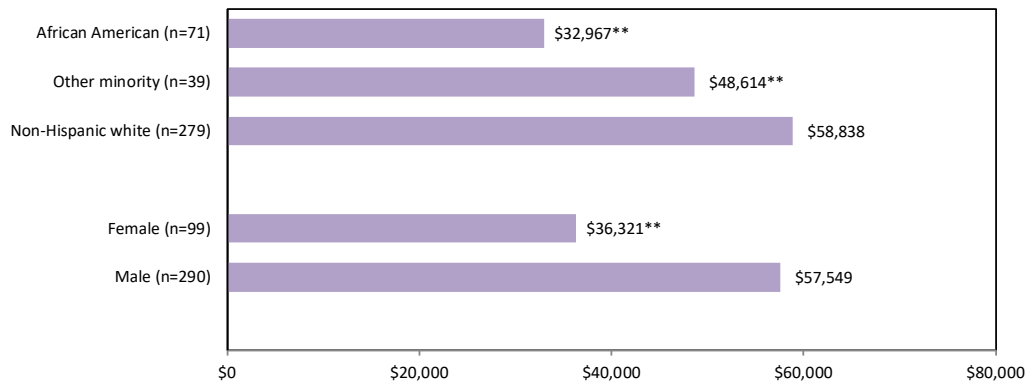
Quantitative analysis of business closure, expansion and contraction. Based on U.S. Small Business Administration analyses of Louisiana for 2002 and 2006, African American-, Hispanic American- and Asian American-owned firms were more likely to close than non-Hispanic white-owned businesses.

Quantitative analysis of business receipts and earnings. Keen Independent examined business earnings from federal data sources and the 2019 availability surveys with Baton Rouge businesses. Most data sources indicated disparities in annual revenue for minority- and women-owned firms compared with majority-owned firms.

As an example, Figure 4-7 shows average earnings for minority and female business owners in Baton Rouge study industries using 2013 through 2017 data from the American Community Survey. Overall, earnings of African Americans who owned businesses (\$32,967) and other minority business owners (\$48,614) were less than non-minority business owners (\$58,838). These differences were statistically significant.⁶

Using the same data, the study team found that female business owners earned less than male business owners in the Baton Rouge study industries (\$36,321 compared with \$57,549), and that this difference was statistically significant.

Figure 4-7.
Mean annual business owner earnings for all study industries in the Baton Rouge MSA, 2013–2017



Note: ** Denotes statistically significant differences between groups at the 95% confidence level. The sample universe is business owners age 16 and over who reported positive earnings. All amounts in 2015 dollars.

Source: Study team from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

The study team further examined whether education, age or other personal characteristics compiled in the American Community Survey could explain the large differences in business earnings between different groups of business owners. “Regression analysis” is a statistical technique that can isolate the apparent effects of multiple characteristics at the same time. This analysis was used to research whether these gender differences remained after accounting for other personal characteristics. In the Baton Rouge other services industries, minorities earned less than similarly situated men who owned businesses (see Appendix H for detailed results).

Data from availability surveys conducted for this study showed that, across the Baton Rouge construction, professional services, goods and other services industries, MBEs and WBEs were more likely to be low-revenue firms (annual revenue less than \$100,000) compared with majority-owned firms.

⁶ “Statistically significant” means that one can be confident that random chance in the sampling of the data can be rejected as the cause of the apparent difference.

Quantitative analysis of telephone survey results concerning potential barriers.

As described previously in this chapter, Keen Independent's availability survey with Baton Rouge area businesses included questions about whether firms had experienced barriers or difficulties associated with starting or expanding a business. Answers to questions concerning marketplace barriers in the availability survey indicated that relatively more minority- and women-owned businesses than majority-owned firms face the following barriers:

- Being prequalified for work for construction and goods firms;
- Insurance requirements (among construction, professional services and other services firms);
- Large project sizes;
- Learning about bid opportunities with the City of Baton Rouge (among construction, professional services and other services firms); and
- Learning about bid opportunities with BREC, in the private sector and with prime contractors.

There was little indication that more MBE/WBEs have difficulty receiving payment compared with majority-owned firms, and very few firms overall indicated difficulty receiving payment from the City-Parish or BREC.

Quantitative analysis of the utilization of MBEs and WBEs as contractors and design firms on non-City-Parish contracts.

The study team compiled data on use of MBE/WBE construction firms as contractors and design firms on non-City construction projects in Baton Rouge.

Keen Independent used two data sources in this analysis:

- Dodge Reports data for public and commercial construction projects within the Baton Rouge Metropolitan Statistical Area with a start date of January 2016 through December 2018 (excluding projects for the City).
- City-Parish building permits for public and commercial construction projects issued in East Baton Rouge Parish for January 2016 through December 2018 (excluding projects for the City).

The analysis of these data are as follows:

- The analysis indicated that 7 percent of the prime contracts dollars for private and other public sector construction contracts similar to City-Parish construction went to minority- and women-owned firms, substantially below the availability of MBE/WBEs to perform this work (36%).
- About 5 percent of the design contracts for these projects went to MBE/WBEs, also substantially below what might be expected based on the availability of minority- and women-owned design firms to complete this work.

- Among public and private sector permits issued in East Baton Rouge Parish, 11 percent of the permits went to MBE/WBE contractors, also well below the availability of minority- and women-owned contractors to perform those contracts. Appendix L describes the methodology and provides additional results for Keen Independent’s examination of Dodge Report data and Parish building permits.

Qualitative information about success of businesses. In-depth personal interviews, an availability survey, Town Hall meetings and other information sources provided information about the success of businesses in the Baton Rouge marketplace and any barriers that business owners face.

Importance of business relationships. Long-standing relationships are an important factor in finding opportunities to bid on work according to many business owners. Older firms’ relationships cause barriers for some new firms. Comments include the following:

- One owner of a professional services firm commented, “A lot of time, it’s relationships.” He reported that business owners “tend to do business with people that they have relationships with.” He added that individuals gain important relationships through high school, college or church.
- The African American owner of a construction firm commented that firms with pre-existing relationships caused barriers for his new firm. He commented that general contractors would tell him his subcontracting bid was too high but then he would later find out that the winning subcontracting bid was even higher than his bid. He reported, “They knew the guy. [The general contractor] had a working relationship with them.”
- The white representative of a majority-owned construction-related firm who performs work as a prime commented, “Relationships with subs is challenging even with an office in Baton Rouge ... I know it is 2019 and we should be comfortable working with people who do good work, but it still seems to be about who you know.”

Many minority, female and white male interviewees reported the presence of a “good ol’ boy” network in the Baton Rouge marketplace that negatively affects opportunities for minority- and women-owned firms. For example:

- The Hispanic male owner of a professional services firm reported that there are “relationships” and that it is challenging to enter a closed network.
- The African American female representative of a business assistance association remarked, “I personally feel that this is still a ‘good ol’ boy type’ of arena in Louisiana and it’s all about who you know and not necessarily what you know.”
- The white male representative of a construction firm reported that there is a “good ol’ boy” network in Baton Rouge. He remarked, “If you’re not friends with somebody, you can submit a bid [but] you might not hear anything back.” He reported that there are “political agendas at work” because those in power “have a preference” for certain individuals. He added that the specifications of a contract can be created in a way to “write-out” certain contractors.

- The African American male owner of a professional services firm reported that he believes that “good ol’ boy” networks negatively affect firms in the local marketplace. He commented that, “[‘Good ol’ boy’ networks] can champion inclusion or they can suppress it. Suppressing it, in my opinion, is the same thing as not saying anything about it.”
- The African American male owner of a professional services firm commented, “Yes, I feel there is a ‘good ol’ boy’ network ... it contributes to the lack of opportunities in the Baton Rouge marketplace If you’re not in the clique with them, then it’s hard to break that barrier unless you’re forced to, encouraged to, or mandated to.”
- The white female owner of a professional services firm reported that there is some disadvantage for her firm due to the “good ol’ boy system.”
- The Asian American male owner of a professional services firm commented that the City of Baton Rouge selection committee is a “good ol’ boy” network.
- The African American female owner of a construction firm reported that there is a “good ol’ boy” network in the Baton Rouge marketplace. She reported that she’ll go to events in the construction industry and usually be the only woman or minority and the youngest in the room. She commented that most of the other contractors know each other from working together at various firms, fraternities or golfing.

Disadvantages for small businesses working with larger prime contractors. Many interviewees indicated that small businesses are at a disadvantage when competing for public sector work, especially when working as a subcontractor. For many of the reasons discussed above, small businesses including MBE/WBEs said that it was difficult to establish good working relationships with prime contractors. For example:

- The African American male owner of a construction firm reported, “It’s hard working with the primes because if nothing is mandated [then] it’s tough to do business with them.” He remarked that it is tough to do business with them because “they’re going by low bid” and because of “past relationships that they have with subcontractors.”
- The white male representative of a construction firm reported that primes can be “real unpleasant because they have all the power, so they push [subs] around.”
- The African American owner of a construction firm reported that there needs to be “teeth” to ensure that primes do not take advantages of subs. He remarked, “Just like society needs police, there needs to be some type of police for the program to inflict pain on the prime if they do not behave correctly.”
- A female public entity representative reported that some primes do not have the capacity to respond back to subs who reach out for work. She added that some firms do not have policies in place regarding contacting subs who are pursuing work.

In addition, owners and managers of small businesses reported that public agency contracting processes and requirements often put small businesses at a disadvantage when competing for public sector work.

- The African American female owner of a professional services firm reported that obtaining insurance has been a challenge in Louisiana because all subcontractors need to obtain it.
- The African American female owner of a management firm reported that the City-Parish does not list consultant-specific contracts for bid on the website. She added that she believes that the City-Parish is not transparent with their consultant contracts.

Evidence of stereotyping and other race and gender discrimination. In the in-depth interviews, availability survey and other information the study team analyzed as part of the study, some interviewees indicated difficulties for minorities and women other than those associated with being a small business. For example, there was some evidence that some prime contractors or customers held negative stereotypes concerning minority- and women-owned firms.

- African American male owner of a construction firm commented that he sees unfair treatment as an MBE “all the time.” He reported that people have different reactions when he arrives on jobs sites and they see he is African American than when he talks with them on the phone and they assume he is another race.
- The African American male owner of a professional services firm commented, “You have to prove yourself as an individual and then you have to prove yourself as a company ... you also had to compete against people who were not open to minorities at the time.” He added, “They question your ability; you’re always on the watchlist ... you’re scrutinized more than anyone else.”
- The African American owner of a construction firm reported that there was a situation where a minority subcontractor had done a job poorly for a majority prime contractor and his firm was hired to replace the poor performing subcontractor. He remarked, “You would have thought they were launching an aircraft out of Cape Canaveral ... they had that many people looking at our guys to make sure we didn’t make the same mistake.” He added, “When one minority does a bad job on one job, then every minority is a bad minority. The majority just thinks that way.”
- The African American male owner of an construction firm reported that firms have better opportunities as “a non-minority, than you have as a minority business owner,” and that there is a “stigma” associated with minority-owned businesses that he has “dealt with constantly.” He added that if a black plumber “screw[s]-up” then the client might say, “I’ll never get another black plumber,” when this isn’t the case for majority plumbers.

- The African American female owner of a construction firm commented, “We’re women and we are not taken as seriously as a man ... just that old way of thinking that we can’t do [a project] better than or even equal to [what] a man can.” She added that some people ask, “Is your husband doing [the work]?”
- The African American male owner of a construction firm reported that there is a level playing field regarding obtaining work with the City-Parish and BREC but not within society. He noted that some societal issues cannot be solved by these agencies.

Not every interviewee reported disadvantages for businesses owned by people of color and women. For example, one white male respondent said that there is a level playing field and that minority-, women-, veteran- and service-disabled veteran firm owners “need to be focusing on their business” as opposed to focusing on their status as a woman, veteran or minority.

F. Veterans and Service-Disabled Veteran Businesses

Small sample sizes for veterans and service-disabled veterans in U.S. Census Bureau and other data sources limited the marketplace analyses that could be conducted for those groups of business owners. Results of analyses that could be completed with these groups is summarized below.

Business ownership within study industries. Business ownership rates for veterans were comparable to non-veterans across the study industries. Due to small sample sizes, the study team could not compare business ownership for service-disabled veterans with other groups.

Access to capital, bonding, and insurance. Veterans in the Baton Rouge metropolitan area had the highest homeowner rate of any group examined in this study. About 80 percent of veteran households were homeowners compared with only 66 percent of non-veterans owning a home during the study period. This difference was statistically significant. Median home values were similar for veterans and non-veterans.

Success of business. Small Business Administration (SBA) data show higher mean annual receipts for veterans (\$702,000) than for their non-veteran counterparts (\$461,000) in the Baton Rouge metropolitan area. However, in the United States as a whole, there is little difference in business receipts between these two groups. Average business earnings for veteran businesses (\$3.9 million) were also higher than non-veteran businesses (\$2.5 million) in the Baton Rouge marketplace.

Although Baton Rouge veteran-owned businesses reported higher average annual receipts, this does not necessarily translate to higher income for veteran business owners in the study industries. Veteran business owners in the study industries had lower mean average earnings (\$43,609) than non-veteran business owners (\$52,833). This difference was statistically significant. Comparisons for veterans and non-veteran in each study industry could not be made due to small sample sizes.

Comments from veterans and veterans with disabilities who are business owners. In general, business owners who were veterans and veterans with disabilities did not discuss disadvantages specifically related to being a veteran or service-disabled veteran in study team interviews. Most of their comments focused on disadvantages of being a small business, a minority-owned firm or a woman-owned company. There was feedback however about the perceived lack of efforts by local governments to reach out to minorities, women, veterans and small businesses.

Appendix J summarizes comments from veteran-owned businesses.

G. All Small Businesses

In Keen Independent’s survey of Baton Rouge area firms available for City-Parish work, 93 percent of those companies were small businesses (according to U.S. SBA definitions). Therefore, much of the economic health of the Baton Rouge metropolitan area economy depends on conditions and success for local small businesses.

H. Conclusions Concerning the Baton Rouge Metropolitan Area Marketplace

As discussed in this chapter and supporting appendices, there is quantitative and qualitative information suggesting that there is not a level playing field for minority- and women-owned businesses in the Baton Rouge construction, goods, professional services and other services industries. Some of these disadvantages appear to be common across small businesses, but there is evidence of additional barriers for people of color and women. For example, but for disparities in business ownership rates, there would be more female business owners in the Baton Rouge area.

Analysis of the local marketplace shows some evidence of more favorable outcomes for veterans and veteran-owned businesses, although veteran-owned businesses were not more successful than other Baton Rouge area firms within the combined construction, goods, professional services and other services industries. There is national research that service-disabled business owners are at a disadvantage compared with other business owners.⁷ There was insufficient data for the Baton Rouge area to determine whether local service-disabled veterans face the same disadvantages.

⁷ Boldon, N. Y., & Maury, R. V. (2017). *Bridging the Gap: Motivations, Challenges, and Successes of Veteran Entrepreneurs*. Syracuse, NY: Institute for Veteran and Military Families, Syracuse University.

CHAPTER 5.

Utilization and Disparity Analysis

Keen Independent examined the percentage of City-Parish procurement dollars going to minority- and women-owned firms (MBEs and WBEs) as well as veteran- and service-disabled veteran-owned businesses (VOBs and SDVOBs) and small businesses.

The disparity analysis compares utilization of different groups of firms with the participation that might be expected for City-Parish contracts based on the availability analysis. Chapter 3 and Appendix C explain the contracts examined in this study and the methods used to collect and analyze MBE, WBE, VOB, SDVOB and small business participation. Chapter 4 and Appendix D explain the availability analysis. Chapter 5 presents results of the utilization and disparity analysis in seven parts:

- A. Overview of the utilization analysis;
- B. Utilization of MBE/WBEs and VOB/SDVOBs in City-Parish contracts;
- C. Disparity analysis for City-Parish procurement;
- D. Results by industry;
- E. Results for construction prime contracts and subcontracts;
- F. Results by size of procurement; and
- G. Statistical significance of disparity analysis results.

A. Overview of the Utilization Analysis

Keen Independent analyzed participation of minority- and women-owned firms in City-Parish procurement from January 2013 through September 2017. Keen Independent’s utilization analysis included 11,031 procurements totaling \$2.5 billion over this time period.¹

Keen Independent collected information about the race, ethnicity and gender of the business owner and the veteran and service-disabled veteran ownership status for firms receiving City-Parish contracts, including but going beyond certification records (see Appendix C).

Calculation of “utilization.” MBE/WBE “utilization” is measured as the percentage of procurement dollars awarded to MBE/WBEs during the study period (see Figure 5-1). Keen Independent calculated MBE/WBE utilization by dividing the dollars going to MBE/WBEs by the procurement dollars for all firms.

Figure 5-1. Defining and measuring “utilization”

“Utilization” of MBE/WBEs (and other groups) refers to the share of procurement dollars the City-Parish awarded to MBE/WBEs during a particular time period. Keen Independent measures the utilization of all MBE/WBEs regardless of certification. The study team reports utilization for firms owned by different racial, ethnic and gender groups.

Keen Independent measures MBE/WBE utilization as a percentage of total contract dollars. For example, if 5 percent of contract dollars went to WBEs during the study period, WBE utilization would be 5 percent.

¹ The study team attempted to compile City-Parish data so that each procurement in the data corresponded to a unique purchasing decision, but this was not always possible, as described in Appendix C.

To avoid double-counting contract dollars and to more accurately gauge utilization of different types of firms, Keen Independent based the utilization of prime contractors on the amount of the contract that is self-performed by the prime after deducting subcontract amounts. In other words, a \$1 million contract that involved \$400,000 in subcontracting only counts as \$600,000 to the prime contractor in the utilization analysis.

B. Utilization of MBE/WBEs and VOB/SDVOBs in City-Parish Contracts

Figure 5-2 on the following page presents the utilization of minority- and women-owned firms (top portion of the table) and veteran- and service-disabled veteran-owned (bottom portion of the table) for City-Parish contracts during the study period. Figure 5-2 shows:

- Total number of contracts awarded to the group of businesses (e.g., 522 prime contracts, subcontracts and other contracts to white women-owned firms);
- Combined dollars of contracts going to the group (e.g., \$51,156,000 to white women-owned firms); and
- The percentage of combined contract dollars for the group (e.g., white women-owned firms received 2.09% of the City-Parish procurement dollars examined in the study).

As shown in the top portion of Figure 5-2, African American-owned firms received \$35 million in contract and subcontract dollars over this time period. About 1.45 percent of City-Parish contract dollars went to African American-owned firms. Less than one-half of 1 percent of all contract dollars went to Asian American-, Hispanic American- and Native American-owned firms.

In total, minority- and women-owned firms received 3.94 percent of City-Parish contract dollars examined for the study period.

The bottom portion of Figure 5-2 presents the number of procurements and contract dollars going to veteran- and service-disabled veteran-owned firms. VOBs received about \$10 million (0.63%) of City-Parish contract dollars examined in this study. Of that VOB participation, \$5.5 million went to service-disabled veteran-owned companies (SDVOB utilization was 0.34%).

Figure 5-2.

Utilization of MBE/WBE, VOB and SDVOB firms in City-Parish procurements, Jan. 2013–Sept. 2017

| | Number of procurements* | \$1,000s | Percent of dollars |
|---------------------------------------|----------------------------|---------------------|-----------------------|
| Business ownership | | | |
| African American-owned | 529 | \$ 35,439 | 1.45 % |
| Asian American-owned | 52 | 1,021 | 0.04 |
| Hispanic American-owned | 156 | 4,095 | 0.17 |
| Native American-owned | 82 | 4,840 | 0.20 |
| Total MBE | <u>819</u> | <u>\$ 45,395</u> | <u>1.85 %</u> |
| WBE (white women-owned) | <u>522</u> | <u>51,156</u> | <u>2.09</u> |
| Total MBE/WBE | 1,341 | \$ 96,551 | 3.94 % |
| Majority-owned | <u>9,690</u> | <u>2,352,395</u> | <u>96.06</u> |
| Total | 11,031 | \$ 2,448,947 | 100.00 % |
| Veteran-owned | | | |
| Veteran-owned | 179 | \$ 10,150 | 0.63 % |
| Service-disabled veteran-owned | 67 | 5,512 | 0.34 |
| Small business | 1,472 | \$ 157,409 | 9.74 % |

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers rounded to nearest tenth of 1 percent. Numbers may not add to totals due to rounding.

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

C. Disparity Analysis for City-Parish Procurement

To conduct the disparity analysis, Keen Independent compared the actual utilization of MBE/WBEs, VOBs and SDVOBs on City-Parish contracts with the percentage of contract dollars that those groups might be expected to receive based on their availability for that work (availability is also referred to as the “utilization benchmark”). Keen Independent made those comparisons for individual MBE/WBE groups. Appendix D explains how the study team developed benchmarks from the availability data.

To make results directly comparable, Keen Independent expressed both utilization and availability as percentages of the total dollars associated with a particular set of contracts (e.g., 2% utilization compared with 4% availability). Keen Independent then calculated a “disparity index” to easily compare utilization and availability results among MBE/WBE groups and across different sets of contracts.

- A disparity index of “100” indicates an exact match between actual utilization and what might be expected based on MBE/WBE availability for a specific set of contracts (often referred to as “parity”).
- A disparity index of less than 100 may indicate a disparity between utilization and availability, and disparities of less than 80 in this report are described as “substantial.”²

Figure 5-3 describes how Keen Independent calculated disparity indices.

Figure 5-3.
Calculation of disparity indices

The disparity index provides a straightforward way of assessing how closely actual utilization of a group matches what might be expected based on its availability for a specific set of contracts. With the disparity index, one can directly compare results for one group to that of another group, and across different sets of contracts. Disparity indices are calculated using the following formula:

$$\frac{\text{utilization \%}}{\text{availability \%}} \times 100$$

For example, if actual utilization of MBEs on a set of City-Parish contracts was 2 percent and the availability of MBEs for those contracts was 4 percent, then the disparity index would be 2 percent divided by 4 percent, which would then be multiplied by 100 to equal 50.

In this example, MBEs have actually received 50 cents of every dollar that they might be expected to receive based on their availability for the contracts.

Results for minority- and women-owned firms, VOBs and SDVOBs on City-Parish contracts.

Figure 5-4 on the following page presents these overall results from the disparity analysis.

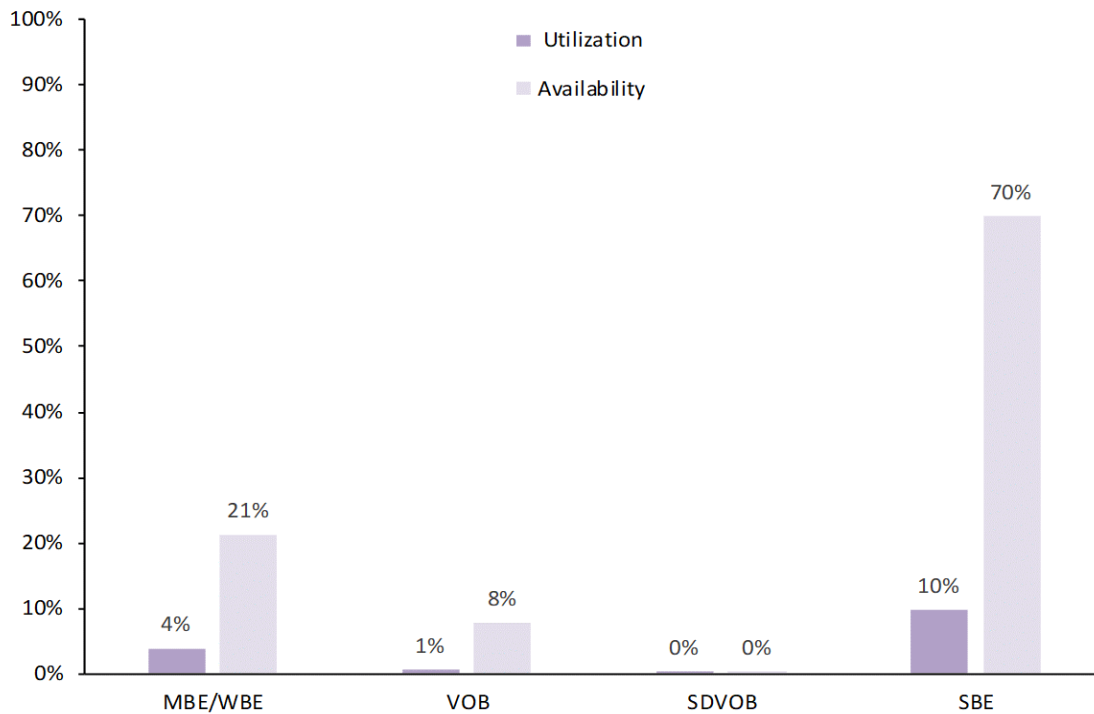
- The utilization of minority- and women-owned firms in City-Parish procurement during the study period — about 4 percent of total contract dollars — was below the 21 percent that might be expected from the availability analysis.
- Utilization of veteran-owned businesses (1% of contract dollars) was also below availability of VOBs for this work (8%).
- Both the utilization and availability of SDVOBs for City-Parish contracts were very low, rounding to 0 percent. This makes it difficult to compare utilization and availability of SDVOBs in City-Parish contracts.

² Some courts deem a disparity index below 80 as being “substantial,” and have accepted it as evidence of adverse impacts against MBE/WBEs. For example, see *Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation, et al.*, 713 F. 3d 1187, 2013 WL 1607239 (9th Cir. April 16, 2013); *Rotbe Development Corp v. U.S. Dept of Defense*, 545 F.3d 1023, 1041; *Eng’g Contractors Ass’n of South Florida, Inc. v. Metropolitan Dade County*, 122 F.3d at 914, 923 (11th Circuit 1997); *Concrete Works of Colo., Inc. v. City and County of Denver*, 36 F.3d 1513, 1524 (10th Cir. 1994). Also see Appendix B for additional discussion.

Keen Independent also examined utilization of all small businesses in City-Parish contracts. From 2013 through September 2017, \$157 million in City-Parish contract dollars went to small businesses, most of them located within the Baton Rouge metropolitan area. Small businesses received 10 percent of the City-Parish contract dollars examined in the study.

Although it is not typical to compare small business utilization with small business availability in a disparity study, Figure 5-4 shows that small businesses were available for 70 percent of City-Parish contract dollars during the study period.³

Figure 5-4.
Disparity analysis for City-Parish contracts, Jan. 2013–Sept. 2017



Source: Keen Independent utilization and availability analyses for City-Parish contracts.

³ A disparity analysis regarding small businesses is usually not performed in a disparity study because, unlike MBEs, WBEs, VOBs and SDVOBS, small businesses are pre-classified as “small” due their annual revenue. If a firm received many millions of dollars of City-Parish contracts annually, it might no longer be “small” and would not be counted in the utilization of small businesses.

Figure 5-5 shows utilization, availability and disparity results for by group.

African American-owned firms. African American-owned firms received 1.45 percent of contract dollars, substantially less than what might be expected in the availability analysis (16.60%). The disparity index for this group was 9.

Hispanic American-owned firms. From January 2013 through September 2017, Hispanic American-owned firms obtained 0.17 percent of City-Parish procurement dollars, substantially less than what might be expected from the availability analysis (0.54%), resulting in a disparity index of 31.

Asian American- and Native American-owned firms. Asian American- and Native American-owned firms were combined for the purposes of the disparity analysis because of the very small availability of those firms in the Baton Rouge MSA (0.04% combined). Utilization was 0.24 percent of contract dollars, more than expected based on the availability analysis.

White women-owned firms. About 2 percent of City-Parish procurement dollars went to white women-owned firms, one-half of what might be expected from the availability analysis (4.1%).

Veteran- owned firms. Veteran-owned businesses received only 0.63 percent of contract dollars compared to the 7.9 percent that would be expected from the availability analysis. The disparity index for the group was 8.

Service-disabled veteran-owned firms. Utilization and availability were both very low for service-disabled veteran-owned companies — about one-third of 1 percent of total dollars.

Figure 5-5.
Disparity analysis for City-Parish contracts, Jan. 2013–Sept. 2017

| | Utilization | Availability | Disparity index |
|---------------------------------------|---------------|----------------|-----------------|
| African American-owned | 1.45 % | 16.60 % | 9 |
| Hispanic American-owned | 0.17 | 0.54 | 31 |
| Other minority-owned* | 0.24 | 0.04 | 598 |
| Total MBE | 1.85 % | 17.18 % | 11 |
| WBE (white women-owned) | 2.09 | 4.10 | 51 |
| Total MBE/WBE | 3.94 % | 21.28 % | 19 |
| Veteran-owned | 0.63 % | 7.90 % | 8 |
| Service-disabled veteran-owned | 0.34 | 0.32 | 107 |
| Small business | 9.74 % | 69.82 % | 14 |

Note: Other minority-owned includes businesses owned by Asian Americans, Native Americans and other minority groups.

Disparity index = 100 x Utilization/Availability.

Source: Keen Independent utilization and availability analyses for City-Parish contracts.

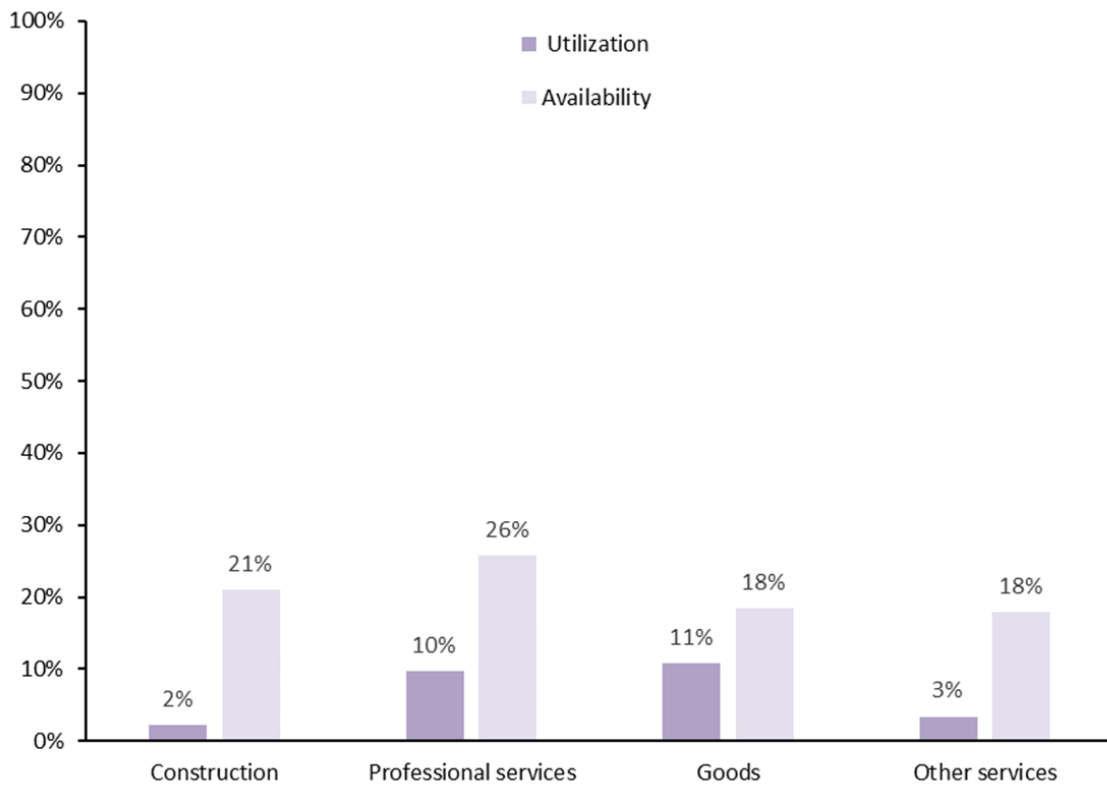
Small businesses. About 10 percent of City-Parish contract dollars went to small businesses. This was less than the availability of small businesses to perform City-Parish contracts (about 70%).

Disparity analyses typically do not compare small business utilization and availability because a small business, by its definition, has relatively low revenue. Small businesses at the start of the study period that received many millions of dollars of City-Parish contracts would now be too large to be counted as small businesses. (No other group analyzed in this chapter is defined based on revenue; instead, each group includes both large and small businesses.)

D. Results by Industry

As summarized in Figure 5-6, overall MBE/WBE utilization was below availability for each of the four study industries. The following section will explore the utilization results further within each category.

Figure 5-6.
MBE/WBE utilization and availability on all City-Parish procurements, Jan. 2013–Sept.2017



Note: Numbers may not add to totals due to rounding.

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

Utilization results by industry. Keen Independent reports the share of contract dollars going to MBEs, WBEs, VOBs, SDVOBs and SBEs by industry in the following four tables.

Construction. Figure 5-7 examines City-Parish construction contracts (including subcontracts).

- MBEs received 0.59 percent and WBEs received 1.57 percent of construction contract dollars, for a combined MBE/WBE percentage of 2.16 percent;
- VOBs received 0.36 percent of construction contract dollars, with 0.16 percent of construction contract dollars going to SDVOBs; and
- Small businesses accounted for about 4 percent of City-Parish construction contract dollars.

Figure 5-7.

Utilization of MBE/WBE, VOB and SDVOB firms in City-Parish construction contracts, Jan. 2013–Sept. 2017

| | Number of procurements* | \$1,000s | Percent of dollars |
|---------------------------------------|----------------------------|---------------------|-----------------------|
| Business ownership | | | |
| African American-owned | 56 | \$ 7,046 | 0.44 % |
| Asian American-owned | 3 | 414 | 0.03 |
| Hispanic American-owned | 69 | 1,476 | 0.09 |
| Native American-owned | 2 | 573 | 0.04 |
| Total MBE | 130 | \$ 9,509 | 0.59 % |
| WBE (white women-owned) | 81 | 25,387 | 1.57 |
| Total MBE/WBE | 211 | \$ 34,896 | 2.16 % |
| Majority-owned | 1,705 | 1,580,745 | 97.84 |
| Total | 1,916 | \$ 1,615,641 | 100.00 % |
| Veteran-owned | | | |
| Service-disabled veteran-owned | 25 | \$ 5,839 | 0.36 % |
| Small business | 10 | 2,649 | 0.16 |
| Small business | 328 | \$ 68,875 | 4.26 % |

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

Professional services. Figure 5-8 examines City-Parish professional services procurements (which includes construction when the prime was a construction management company).

- MBEs received 5.13 percent and WBEs received 4.48 percent of those dollars;
- VOBs received 0.48 percent of professional services procurements, with 0.23 percentage of overall procurement dollars going to SDVOBs; and
- Small businesses received 17 percent of professional services contract dollars.

Figure 5-8.

Utilization of MBE/WBE, VOB and SDVOB firms in City-Parish professional services contracts, Jan. 2013–Sept. 2017

| | Number of procurements* | \$1,000s | Percent of dollars |
|--------------------------------|-------------------------|-------------------|--------------------|
| Business ownership | | | |
| African American-owned | 103 | \$ 18,330 | 4.37 % |
| Asian American-owned | 20 | 396 | 0.09 |
| Hispanic American-owned | 29 | 702 | 0.17 |
| Native American-owned | 9 | 2,087 | 0.50 |
| Total MBE | 161 | \$ 21,516 | 5.13 % |
| WBE (white women-owned) | 175 | 18,790 | 4.48 |
| Total MBE/WBE | 336 | \$ 40,306 | 9.61 % |
| Majority-owned | 2,117 | 379,286 | 90.39 |
| Total | 2,453 | \$ 419,593 | 100.00 % |
| Veteran-owned | | | |
| Veteran-owned | 52 | \$ 1,998 | 0.48 % |
| Service-disabled veteran-owned | 19 | 961 | 0.23 |
| Small business | 507 | \$ 71,964 | 17.15 % |

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

Goods. The utilization results shown in Figure 5-9 are for City-Parish goods purchases typically made from the local market rather than a national market. As discussed in Chapter 3, national purchases are not included in the utilization analysis.

- MBE/WBE participation was about 11 percent for City-Parish goods procurements, as shown in Figure 5-12;
- VOBs received 0.20 percent of overall goods contract dollars, with a very small portion (0.02%) going to SDVOBs; and
- Small businesses accounted for about 7 percent of the dollars of goods purchases examined in this study.

In Keen Independent’s experience, each of these percentages would be lower if the analysis included goods purchases made from a national market.

Figure 5-9.
Utilization of MBE/WBE, VOB and SDVOB firms in City-Parish goods contracts,
Jan. 2013–Sept. 2017

| | Number of procurements* | \$1,000s | Percent of dollars |
|---------------------------------------|----------------------------|------------------|-----------------------|
| Business ownership | | | |
| African American-owned | 51 | \$ 1,962 | 2.00 % |
| Asian American-owned | 9 | 56 | 0.06 |
| Hispanic American-owned | 6 | 406 | 0.41 |
| Native American-owned | 68 | 2,165 | 2.20 |
| Total MBE | 134 | \$ 4,589 | 4.67 % |
| WBE (white women-owned) | 160 | 5,957 | 6.06 |
| Total MBE/WBE | 294 | \$ 10,546 | 10.72 % |
| Majority-owned | 3,212 | 87,800 | 89.28 |
| Total | 3,506 | \$ 98,346 | 100.00 % |
| Veteran-owned | 25 | \$ 197 | 0.20 % |
| Service-disabled veteran-owned | 3 | 23 | 0.02 |
| Small business | 321 | \$ 6,592 | 6.70 % |

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

Other services. Figure 5-10 examines City-Parish other services procurements (services other than professional services).

- Minority-owned firms received about 3 percent of contract dollars;
- White women-owned businesses received less than 1 percent of other services contract dollars;
- Utilization of VOBs and SDVOBs was also less than 1 percent for City-Parish other services contracts; and
- Small businesses accounted for about 3 percent of other services contract dollars during the study period.

Figure 5-10.

Utilization of MBE/WBE, VOB and SDVOB firms in City-Parish other services contracts, Jan. 2013–Sept. 2017

| | Number of procurements* | \$1,000s | Percent of dollars |
|---------------------------------------|----------------------------|-------------------|-----------------------|
| Business ownership | | | |
| African American-owned | 319 | \$ 8,100 | 2.57 % |
| Asian American-owned | 20 | 154 | 0.05 |
| Hispanic American-owned | 52 | 1,512 | 0.48 |
| Native American-owned | 3 | 15 | 0.00 |
| Total MBE | <u>394</u> | <u>\$ 9,781</u> | <u>3.10 %</u> |
| WBE (white women-owned) | 106 | 1,022 | 0.32 |
| Total MBE/WBE | 500 | \$ 10,803 | 3.43 % |
| Majority-owned | <u>2,656</u> | <u>304,564</u> | <u>96.57</u> |
| Total | 3,156 | \$ 315,367 | 100.00 % |
| Veteran-owned | 77 | \$ 2,117 | 0.67 % |
| Service-disabled veteran-owned | 35 | 1,878 | 0.60 |
| Small business | 316 | \$ 9,978 | 3.16 % |

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

Disparity analyses for each industry. Keen Independent compared City-Parish MBE, WBE, VOB and SDVOB utilization to the availability benchmarks developed for each group for each of the four study industries. The study team followed the procedures described in Appendix D to determine availability benchmarks for each industry.

Construction. As shown in Figure 5-11, there were substantial disparities between the utilization and availability of the following groups on City-Parish construction contracts:

- African American-owned businesses and Hispanic American-owned companies; and
- Veteran- and service-disabled veteran-owned businesses.

Utilization of other minority-owned businesses and white women-owned companies exceeded availability benchmarks for those groups for City-Parish construction contracts.

Professional services. For City-Parish professional services contracts, there were substantial disparities between utilization and availability of:

- African American- and Hispanic American-owned businesses;
- White women-owned firms; and
- Veteran- and service-disabled veteran-owned businesses.

Combined utilization of Asian American- and Native American-owned firms exceeded the combined availability benchmark for “other minority-owned businesses.”

Goods. Availability of MBEs was less than 2 percent for the City-Parish goods purchases examined in this study. Although participation of MBEs was only 4.67 percent for local market goods purchases, it exceeded what might be expected based on the availability.

There were substantial disparities for City-Parish goods procurements for:

- White women-owned firms; and
- Veteran- and service-disabled veteran-owned businesses.

Other services. There were disparities for City-Parish goods procurements for:

- African American- and other minority-owned firms (not including Hispanic American-owned companies);
- White women-owned firms; and
- Veteran- and service-disabled veteran-owned businesses.

There was no disparity for Hispanic American-owned firms in City-Parish other services contracts as no firms that reported availability for such procurements in the availability indicated they were Hispanic American-owned (0% availability).

Figure 5-11.

Disparity analysis for City-Parish procurements by industry, Jan. 2013–Sept. 2017

| | Utilization | Availability | Disparity index |
|---------------------------------------|----------------|----------------|-----------------|
| Construction | | | |
| African American-owned | 0.44 % | 19.75 % | 2 |
| Hispanic American-owned | 0.09 | 0.34 | 27 |
| Other minority-owned | 0.06 | 0.01 | 430 |
| Total MBE | 0.59 % | 20.10 % | 3 |
| WBE (white women-owned) | 1.57 | 0.77 | 204 |
| Total MBE/WBE | 2.16 % | 20.87 % | 10 |
| Veteran-owned | 0.36 % | 6.40 | 6 |
| Service-disabled veteran-owned | 0.16 | 0.41 | 40 |
| Small business | 4.26 | 68.60 | 6 |
| Professional services | | | |
| African American-owned | 4.37 % | 7.25 % | 60 |
| Hispanic American-owned | 0.17 | 1.75 | 10 |
| Other minority-owned | 0.59 | 0.10 | 567 |
| Total MBE | 5.13 % | 9.10 % | 56 |
| WBE (white women-owned) | 4.48 | 16.74 | 27 |
| Total MBE/WBE | 9.61 % | 25.84 % | 37 |
| Veteran-owned | 0.48 % | 18.90 % | 3 |
| Service-disabled veteran-owned | 0.23 | 0.19 | 121 |
| Small business | 17.15 | 68.10 | 25 |
| Goods | | | |
| African American-owned | 2.00 % | 1.37 % | 145 |
| Hispanic American-owned | 0.41 | 0.32 | 129 |
| Other minority-owned | 2.26 | 0.00 | 0 |
| Total MBE | 4.67 % | 1.69 % | 276 |
| WBE (white women-owned) | 6.06 | 16.66 | 36 |
| Total MBE/WBE | 10.72 % | 18.36 % | 58 |
| Veteran-owned | 0.13 % | 4.73 % | 3 |
| Service-disabled veteran-owned | 0.00 | 0.34 | N/A |
| Small business | 29.31 | 47.26 | 62 |
| Other services | | | |
| African American-owned | 2.57 % | 17.65 % | 15 |
| Hispanic American-owned | 0.48 | 0.00 | N/A |
| Other minority-owned | 0.05 | 0.09 | 60 |
| Total MBE | 3.10 % | 17.74 % | 17 |
| WBE (white women-owned) | 0.32 | 0.43 | 75 |
| Total MBE/WBE | 3.43 % | 18.17 % | 19 |
| Veteran-owned | 0.67 % | 1.91 % | 35 |
| Service-disabled veteran-owned | 0.60 | 0.00 | N/A |
| Small business | 3.16 | 85.42 | 4 |

Note: Disparity index = 100 x Utilization/Availability.

Source: Keen Independent utilization and availability analyses for City-Parish procurements, including subcontracts.

E. Results for Construction Prime Contracts and Subcontracts

The results for City-Parish construction contracts combine prime contracts and subcontracts. As noted in Chapter 3 and Appendix C, the study team did not receive all of subcontract information requested from the City-Parish or prime contractors. However, results for the subcontracts for which data were obtained show that MBE/WBEs received a larger share of City-Parish construction subcontract dollars than the share of prime contract dollars.⁴ The following information is shown in Figure 5-12. (This analysis does not include federally funded contracts for which DBE contract goals or other DBE/MBE/WBE programs might have applied.)

- MBE/WBEs received 14 percent of subcontract dollars, higher than found for prime contracts with the City (2%).
- Most participation in construction subcontracts was by white women-owned companies. Less than 4 percent of the subcontract dollars went to minority-owned businesses.

Figure 5-12.
MBE/WBE share of dollars for prime contract and subcontract dollars for City-Parish contracts, Jan. 2013–Sept. 2017

Note:
Number of procurements analyzed is 1,616 for prime contracts and 300 for subcontracts.

Source:
Keen Independent from City-Parish procurements, Jan. 2013–Sept. 2017.

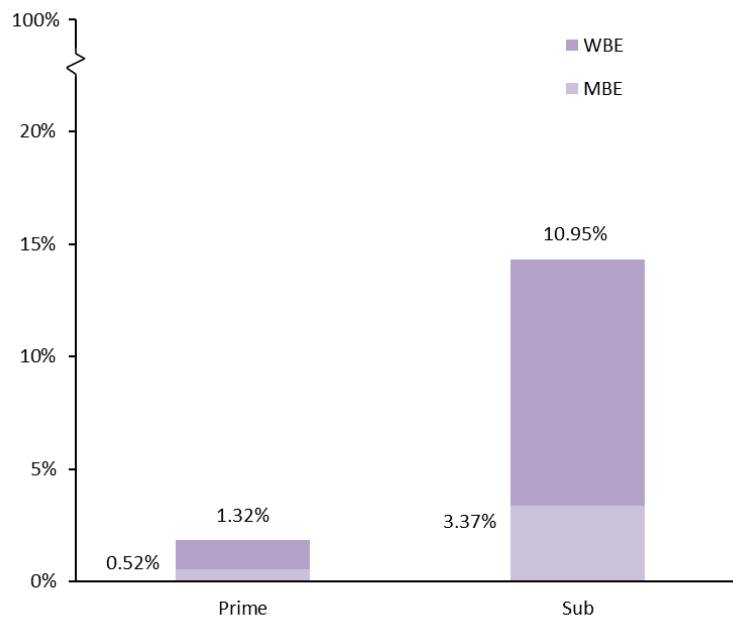


Figure 5-13 compares utilization and availability for City-Parish construction prime contracts and subcontracts. There were disparities for MBEs for construction prime contracts and construction subcontracts. There were disparities for WBEs for prime contracts but not subcontracts.

Firms owned by veterans and service-disabled veterans were underutilized as prime contractors and as subcontractors on City-Parish construction contracts.

⁴ When a prime contractor subcontracted a portion of the contract, the study team’s analysis of prime contract dollars is based on dollars “retained” by the prime contractor (not subcontracted out).

Figure 5-13.

Disparity analysis for MBE/WBEs and VOB/SDVOBs as prime and subcontractors for City-Parish construction procurements, Jan. 2013–Sept. 2017

| | Utilization | Availability | Disparity index |
|---------------------------------------|----------------|----------------|-----------------|
| Construction - Prime | | | |
| African American-owned | 0.39 % | 19.65 % | 2 |
| Hispanic American-owned | 0.06 | 0.27 | 24 |
| Other minority-owned | <u>0.06</u> | <u>0.00</u> | N/A |
| Total MBE | 0.52 % | 19.92 % | 3 |
| WBE (white women-owned) | <u>1.32</u> | <u>0.58</u> | 228 |
| Total MBE/WBE | 1.84 % | 20.50 % | 9 |
| Veteran-owned | 0.32 % | 6.47 % | 5 |
| Service-disabled veteran-owned | 0.17 | 0.41 | 41 |
| Small business | 3.39 | 67.88 | 5 |
| Construction - Subcontracts | | | |
| African American-owned | 2.18 % | 23.25 % | 9 |
| Hispanic American-owned | 1.10 | 2.90 | 38 |
| Other minority-owned | <u>0.09</u> | <u>0.55</u> | 16 |
| Total MBE | 3.37 % | 26.70 % | 13 |
| WBE (white women-owned) | <u>10.95</u> | <u>7.81</u> | 140 |
| Total MBE/WBE | 14.32 % | 34.51 % | 42 |
| Veteran-owned | 1.83 % | 3.85 % | 47 |
| Service-disabled veteran-owned | 0.00 | 0.54 | 0 |
| Small business | 37.41 | 96.15 | 39 |

Note: Numbers may not add to totals due to rounding.

Other minority-owned includes businesses owned by Asian Americans, Native Americans and other minority groups

Source: Keen Independent from data on City-Parish procurements Jan. 2013–Sept. 2017.

F. Results by Size of Procurement

Keen Independent examined whether MBE/WBEs and SDVOB/VOBs received a larger share of small City-Parish procurements compared with larger procurements. The study team reviewed participation for procurements less than \$100,000 and those \$100,000 and above. Figure 5-14 provides results.

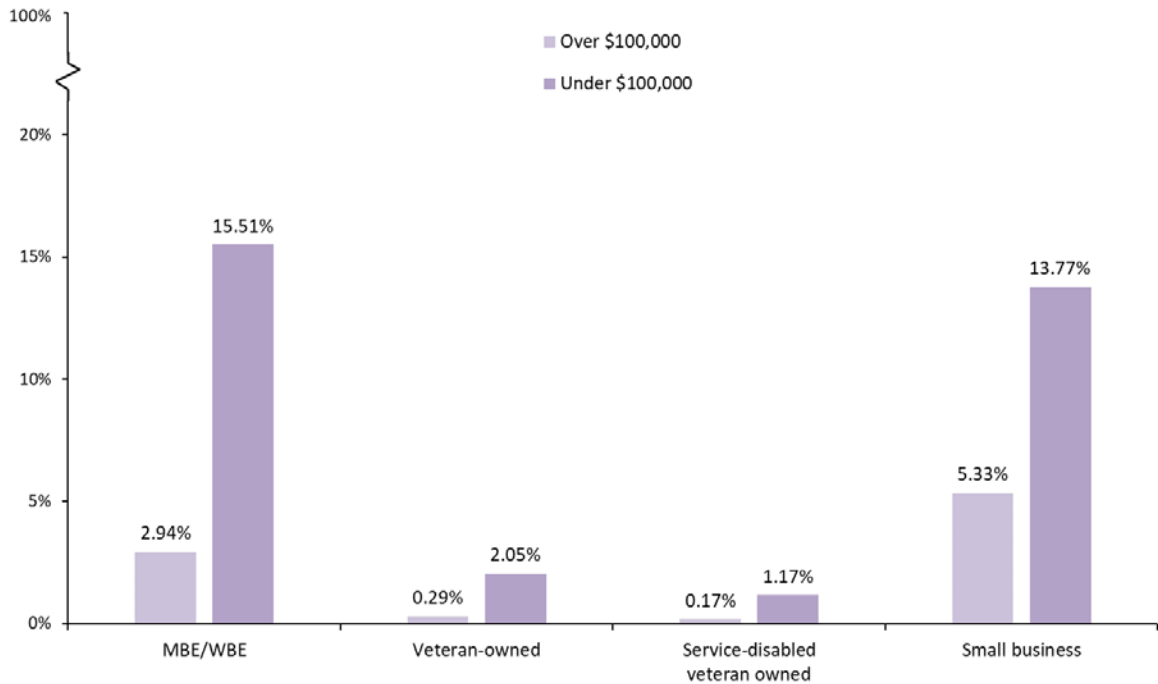
- For purchases under \$100,000, all study groups had higher participation. MBE/WBE participation, for example, was 16 percent of the contract dollars for purchases of less than \$100,000. Small businesses obtained 14 percent of the dollars of small contracts.

- For procurements of \$100,000 or more, each group had a considerably lower utilization. For example, MBE/WBEs received about 3 percent of contract dollars for procurements of \$100,000 or more. Small business participation on small contracts was just 5 percent of those contract dollars.

The relationship between procurement size and participation was very strong for all groups.

Figure 5-14.

MBE/WBE and VOB/SDVOB participation for City-Parish procurements by size, Jan. 2013–Sept. 2017



Note: Number of procurements analyzed is 9,538 for procurements under \$100,000 and 991 for procurements of \$100,000 or more.

Source: Keen Independent from City-Parish procurements, Jan. 2013–Sept. 2017.

G. Statistical Significance of Disparity Analysis Results

Analysis of statistical significance relates to testing the degree to which a researcher can reject “random chance” as an explanation for any observed differences. Random chance in data sampling is the factor that researchers consider most in determining the statistical significance of results. As both the availability and the utilization analyses attempted to obtain information for populations of firms and contracts rather than samples, this opportunity for an alternative explanation of any disparity is minimized.

Statistical confidence in availability results.

Keen Independent did not draw a sample of companies to research in the availability analysis.

The study team attempted to reach each firm in the relevant geographic market area identified by participating entities or by Dun & Bradstreet as possibly doing business within relevant subindustries (as described in Appendix D).

Keen Independent examined the accuracy of the initial list of potentially available firms and the number of firms successfully reached from that list in the availability survey effort.

- The study team examined how many of the potentially available firms were successfully contacted in the availability survey. Keen Independent was able to reach more than 1,798 businesses on the list of potentially available companies, a very large number of responses. The “response rate” to the survey was very high: 41 percent of the businesses on the initial list that were in business were successfully contacted. Figure 5-15 explains the high level of statistical confidence in the availability results due to the number of responses and the high response rate.
- The second issue is whether there was any indication that availability results would differ if 100 percent of the firms the study team attempted to contact were successfully reached.
 - The very high response rate reduces this possibility.
 - The survey approach also minimizes this possibility. There were multiple callbacks at different times of day and different days of the week to reach companies that didn’t respond to the first contact, and interviewees were given multiple ways to complete a survey (phone, online, fax, email). Interviewers clearly identified that they were calling as part of a City-Parish and BREC-sponsored study. Efforts to address potential language barriers also minimized the possibility of under-reaching certain groups.

Figure 5-15.

Confidence interval for availability results

Keen Independent telephone survey effort successfully reached 1,798 business establishments — a very large number of firms for this type of research. Of those businesses, 457 were available for participating entity contracts. If the results are treated as a sample, the reported 41.1 percent representation of MBE/WBEs among all available firms is accurate within about +/-1.7 percentage points. By comparison, many survey results for proportions reported in the popular press are accurate within +/- 5 percentage points. (Keen Independent applied a 95 percent confidence level and a finite population correction factor when determining this confidence interval.)

In sum, it is reasonable to view the quality of the availability data as approaching that of a “population” of available firms.

Statistical confidence in utilization results. Keen Independent also attempted to compile a complete “population” of City-Parish contracts for the study period above \$10,000 (and subcontracts of any size). The study team successfully examined each contract in the study period included in the City-Parish data and was able to code firms receiving those contracts as minority-owned (by group), white women-owned or majority-owned. There was no sampling of the contract data.

The study team performed in-depth research on ownership status of all firms obtaining at least \$100,000 of City-Parish contracts during the study period. Keen Independent also coded ownership of firms below this threshold but did not perform in-depth research on every firm. The City-Parish also reviewed firm ownership information. Although inaccuracies in ownership information are possible, it is extremely unlikely that they could materially affect utilization results.

In sum, it is appropriate to use the utilization results as highly accurate information reflecting a population of City-Parish contracts.

Therefore, one might consider any disparity identified when comparing overall utilization with availability to be “statistically significant.” The primary limitation in the utilization analysis is somewhat incomplete information for the subcontracts involved in City-Parish construction contracts. It was not possible to report the share of subcontracts for which data were obtained as the City-Parish does not maintain a list of these subcontracts.

Additional analysis of statistical confidence in results of the disparity analysis. As outlined below, the study team also used a sophisticated statistical simulation tool to examine whether there were a sufficient number of contracts and subcontracts examined to be confident that results indicating disparities could not be easily replicated by chance in contract awards.

Monte Carlo analysis. One can be more confident in making certain interpretations from the disparity results if they are not easily replicated by chance in contract awards. For example, if there were only 10 City-Parish contracts examined in the disparity study, one might be concerned that any resulting disparity might be explained by random chance in the award of those contracts.

Figure 5-16 describes Keen Independent's use of Monte Carlo analysis to statistically examine this issue.

Results. Figure 5-17 presents the results from the Monte Carlo analysis as they relate to the statistical significance of disparity analysis results for MBEs and WBEs for all contracts.

The Monte Carlo simulations did not replicate the disparity for MBEs in any of the 10,000 simulation runs. The disparity for MBEs is statistically significant, and one can reject chance in contract awards as the explanation of the disparity.

The Monte Carlo simulations replicated the disparity for white women-owned firms in only 20 of the 10,000 simulation runs, placing the probability that chance in procurement awards could explain the observed disparity at 0.02 percent. Therefore, one can be very confident in rejecting chance in contract awards as the explanation for the disparity for white women-owned firms. This disparity is statistically significant.

It is important to note that this test may not be necessary to establish statistical significance of results (see discussion elsewhere in this chapter), and it may not be appropriate for very small populations of firms.⁵

Figure 5-16. Monte Carlo analysis

The study team began the Monte Carlo analysis by examining individual procurements, including subcontracts. For each procurement, Keen Independent's availability database provided information on individual businesses that were available for that procurement, based on type of work, contract role, procurement size and location of the work.

The study team assumed that each available firm had an equal chance of "receiving" that procurement. For example, the odds of an MBE receiving that procurement were equal to the number of MBEs available for the procurement divided by the total number of firms available for the work. The Monte Carlo simulation then randomly chose a business from the pool of available businesses to "receive" that procurement.

The Monte Carlo simulation repeated the above process for all City-Parish procurements. The output of a single simulation represented simulated percentage of City-Parish procurement dollars going to MBEs.

The entire Monte Carlo simulation for City-Parish procurements was then repeated 10,000 times. The combined output from all 10,000 simulations represented a probability distribution of the overall utilization of MBEs and utilization of WBEs if procurements were awarded randomly based on the availability of businesses working in relevant Baton Rouge industries.

Keen Independent could then determine the probability that the observed disparities in MBE and in WBE utilization could be replicated by chance in procurement awards.

⁵ Even if there were zero utilization of a particular group, Monte Carlo simulation might not reject chance in contract awards as an explanation for that result if there were a small number of firms in that group or a small number of contracts and subcontracts included in the analysis. Results can also be affected by the size distribution of contracts and subcontracts.

Figure 5-17.
 Monte Carlo results for MBEs/WBEs for City-Parish procurements,
 Jan. 2013–Sept. 2017

| | MBE | WBE |
|---|--------|--------|
| Disparity index | 11 | 51 |
| Utilization | 1.45 % | 2.09 % |
| Number of simulations less than or equal to observed utilization | 0 | 20 |
| Percentage of simulations less than or equal to observed utilization | 0 % | 0.2 % |
| Reject chance as an explanation | Yes | Yes |

Source: Keen Independent from Monte Carlo model for City-Parish contracts.

CHAPTER 6.

Conclusions and Actions for City-Parish Consideration

The Keen Independent study team provides the following conclusions and recommendations for City-Parish consideration. Recommendations include:

- Continuing to remove barriers to small business participation in City-Parish contracts;
- A targeted business program for City-Parish contracts, including certification requirements for program eligibility; and
- Participation in regional programs to enhance business growth and development and address barriers such as access to capital and bonding.

A. Conclusions

Study conclusions are summarized below.

1. City-Parish contract dollars primarily go to construction, goods, professional services and other services firms. City-Parish contract dollars primarily go to construction, goods, professional services and other services firms with locations in the Baton Rouge metropolitan area. City-Parish spending has the potential to positively affect the local economy, growing local businesses and adding to local jobs.

2. The Baton Rouge metropolitan area marketplace is largely comprised of small businesses. More than 90 percent of businesses in the Baton Rouge metropolitan area that are available for City-Parish construction, goods, professional services and other services contracts are small businesses. The health of those small businesses is critical to the local economy.

3. More than 40 percent of the local firms available for City-Parish construction, goods, professional services and other services contracts are owned by people of color or women. About 41 percent of the local firms available for City-Parish construction, goods, professional services and other services contracts are owned by people of color or women. The local economy cannot be healthy if these firms are left behind.

4. The disparity study examined veteran- and service-disabled veteran-owned businesses. About 7 percent of businesses in the construction, professional services, goods and other services industries are veteran-owned, including service-disabled veterans.

5. There is not a level playing field for companies owned by people of color or for women in the Baton Rouge metropolitan area. Minority- and women-owned firms are underutilized in the marketplace as a whole. Minority- and women-owned firms are more likely to be small, experience difficulties obtaining financing and bonding, and face other roadblocks. Many minority- and women-owned firms are socially and economically disadvantaged when competing for work, including public sector contracts.

6. City-Parish utilization of minority- and women-owned firms in the local marketplace is less than what might be expected based on their availability. Consistent with outcomes in the local marketplace overall, only 4 percent of City-Parish contract dollars from 2013 through September 2017 went to minority- and women-owned firms. Only 10 percent of dollars went to small businesses, and 1 percent went to veteran-owned businesses, including service-disabled veterans. These outcomes were substantially below what would be expected based on availability of those groups of firms for City-Parish contracts.

7. The disparities in City-Parish utilization are not surprising given the low-bid purchasing environment. The disparities in City-Parish utilization are not surprising given the low-bid purchasing environment for a large share of its contract dollars, which is required under state law. Barriers to small businesses in general, and minority- and women-owned firms in particular, make it difficult for local small businesses to compete with the largest companies on price.

In some instances, small businesses cannot meet the requirements to be able to bid at all, such as obtaining necessary bonding and insurance or meeting other qualifications requirements. They might not have the working capital to afford to perform public sector work. Some small businesses, including those owned by people of color and women, have become discouraged from competing for City-Parish and other public sector contracts and subcontracts.

8. Disparities for minority- and women-owned firms in City-Parish contracts were found even with City-Parish outreach efforts. The disparities for minority- and women-owned firms in City-Parish contracts were found even with City-Parish efforts to encourage small business and MBE/WBE participation in its contracts. To date, the primary tools available to the City-Parish efforts have been outreach, education and inclusion of MBE/WBE bidders for smaller goods and services purchases. At present, staff of the City-Parish lack tools to do more, especially on construction and A&E contracts.

9. Without additional action, the City-Parish will miss an opportunity to encourage growth and development of Metro Area small businesses. The City-Parish has an opportunity to encourage growth and development of Baton Rouge metropolitan area small businesses through greater assistance to those firms and by encouraging participation in its contracts, especially for African American-, Hispanic American- and women-owned firms.

The City-Parish might also miss an opportunity to expand its pool of firms capable of competing for its contracts and subcontracts over the long-term, which can lower procurement costs.

And, without additional action, the City-Parish is at risk of being linked to a marketplace that perpetuates unequal outcomes for minority- and women-owned firms.

10. Keen Independent recommends the City-Parish authorize measures that can increase participation of socially and economically disadvantaged small businesses in its contracts.

These initiatives should be two-pronged: (1) leveling the playing field for local small disadvantaged businesses in City-Parish contracts and subcontracts, and (2) participating with other public, private and nonprofit partners in the region to enhance the ability of local disadvantaged businesses to access to capital and bonding and gain necessary experience. Some of the ways to level the playing field will require City-Parish legislative action, from a subcontract goals program to the ability to reserve certain small contracts to bidding only from disadvantaged businesses.

11. New efforts will require a system designed to reach out to disadvantaged firms and help them with public procurement and programs. This effort will require a system to reach out to disadvantaged firms and help them with public procurement and to certify those firms to make sure the benefits of the programs go to firms that are socially and economically disadvantaged.

Business owners from many different backgrounds can be socially disadvantaged. Certification as a local disadvantaged business would be open to business owners regardless of their race, ethnicity or gender if they demonstrate social and economic disadvantage. And veterans, especially service-disabled veterans, should be encouraged to apply for program certification.

12. The City-Parish will need to create a disadvantaged business program, including certification rules and the tools to encourage participation. Baton Rouge is not alone in attempting to build its small businesses, including minority- and women-owned businesses. Atlanta, Houston and New Orleans have created programs to assist disadvantaged businesses in their communities that provide examples of what can be done in Baton Rouge. This can speed implementation of efforts in Baton Rouge.

13. A disadvantaged business program requires financial resources from the City-Parish. This effort will require financial resources from the City-Parish to participate in a regional certification program for local socially and economically disadvantaged businesses. It will also require investments in staff time and technology for program compliance and perhaps a one-time investment in a regional partnership to provide financing and bonding effort for disadvantaged businesses.

14. A disadvantaged business program requires long-term commitment from the City-Parish. This effort will require a long-term, multi-year commitment from the City-Parish to address barriers to disadvantaged business participation.

The City-Parish will need to develop short-, medium- and long-term objectives to be met that can show progress in remedying disadvantages and building capacity and opportunities for the local small business community.

Over time, this effort can increase participation of socially and economically disadvantaged businesses in City-Parish contracts to what would be expected based on the potential of those businesses. The City-Parish with its partners can enhance the health of the local small business community.

B. Recommendation: New City-Parish Targeted Business Program

The City-Parish is already embarking on efforts to enhance diversity and inclusion in its procurement. It is also a founding member of the Baton Rouge Procurement Opportunity Partnership (BR-POP), which brings other local public, private and nonprofit entities together to help develop local veteran-, women- and minority-owned small businesses.

Many of the recommendations to the City-Parish discussed below can be done in collaboration with other members of BR-POP.

The City-Parish should review the evidence and legal constraints outlined in this study and adopt a targeted business program. This program should operate in conjunction with other state and local government and private sector business assistance programs in the Baton Rouge area.

1. Certification. The City-Parish should require certification for participation in the key elements of its targeted business program. The City-Parish now collects self-reported information about ownership status in its vendor applications, which it should continue. Because the proposed targeted business program will affect procurement decisions, it must withstand challenges to those decisions, including whether a participant is a legitimate targeted group business. Keen Independent strongly recommends that some type of formal certification be required for participation in the targeted business program.

Organization to perform certification. The City-Parish can develop its own certification unit within Purchasing, create a certification team at Baton Rouge Metropolitan Airport, or enter a contract with another organization to provide certification. Under any of these options, certification for participation in the targeted business program will require ongoing financial resources.

Other communities have adopted shared certification programs that can serve multiple public and private entities within a state or metropolitan area. The City-Parish should seek partners for a metropolitan area-wide certification.

Businesses to be included in program certification. The City-Parish should consider one of several options when determining eligibility for a targeted business program:

- **SB certification.** The simplest certification is as a “small business” that only considers business size. There is no consideration of net worth. Keen Independent labels this type of program as “SB” to distinguish from the “SBE” program that is operated as part of the Federal DBE Program, which does consider personal net worth.

There are several options for defining a business as a “small business.” Federal programs typically use U.S. Small Business Administration size standards. These definitions are specific to primary type of work of the business and are usually based on average annual revenue (but sometimes number of employees). As examples, businesses deemed small under the SBA size standards include \$xx million for specialty trade contractors, \$xxx for engineering firms, and \$xxx for janitorial services providers. Keen Independent estimates that 98 percent of firms in the Baton Rouge area that are qualified and interested in City-Parish work qualify as small businesses.

A strong SB program would require firms to provide tax returns to be certified.

The City-Parish might consider limiting certification to companies with locations in the federally defined Baton Rouge Metropolitan Statistical Area (MSA) or that can provide evidence that they are doing business within this geographic area.

Any firm already certified as an SBE, SLDBE or DBE would qualify as an SB company as long as it was located in or doing business in the Baton Rouge Metropolitan Statistical Area. Firms participating in the East Baton Rouge Public Schools Fair Share Objectives Program would also meet the size standard.

- **Small business enterprise (SBE) certification.** The Baton Rouge Metropolitan Airport operates an SBE Program as part of the Federal DBE Program. To be eligible as an SBE, the firm must meet U.S. SBA size standards for small businesses and meet the personal net worth (PNW) standards under the Federal DBE Program (personal net worth of \$1.32 million, not including business and primary residence). These two criteria show that the firm is “economically disadvantaged.” A firm does not need to show that it is “socially disadvantaged.” Unlike the SBE Program at the Airport, a firm would need to show location in or that it was doing business within the Baton Rouge MSA.
- **Socially and economically disadvantaged business enterprise (BRSEDBE) certification.** The City of New Orleans and other local governments in New Orleans operate a State and Local Disadvantaged Business Enterprise (SLDBE) Program. To show economic disadvantage, the City-Parish would require firms to meet the same eligibility requirements as for the Federal DBE Program, including rules concerning annual revenue, personal net worth and the ability of the owner to accumulate substantial wealth under Title 49 of the Code of Federal Regulations (CFR) Section 26.67. Unlike the Federal DBE Program, there would be no presumption of social disadvantage for business owners who are people of color or women. Each applicant must demonstrate how they are socially disadvantaged in their applications. Companies owned by white men can be certified.

Although the name of the New Orleans program starts with “State and Local,” it focuses on firms doing business in the New Orleans metropolitan area. The City-Parish could consider adopting certification procedures similar to the New Orleans program or contracting with the City of New Orleans for some parts of the certification program, but New Orleans certification would not be automatically reciprocal with a City-Parish program.

- **Reciprocity of certifications.** Under any of the above programs, firms already certified under certain programs could be eligible for the City-Parish program with minimal additional effort. For example, Louisiana Veteran-owned and Service-Connected Disabled-Veteran-owned small businesses certified under the LaVetBiz program might be eligible for a City-Parish SB program if they were located or did business in the Baton Rouge MSA. Firms certified under the East Baton Rouge School District Fair

Share Objectives Program might also be automatically eligible for a City-Parish program, depending on the eligibility criteria adopted. Baton Rouge area firms certified as DBEs under the Louisiana Uniform Certification Program (UCP) would be eligible for any of the above programs except for a Baton Rouge Socially and Economically Disadvantage Business Enterprise Program, where the firm would need to show its certification and demonstrate that it is socially disadvantaged.

Based on the evidence in this study, Keen Independent recommends that the targeted business program focus on socially and economically disadvantaged business owners so that the assistance can be focused on those businesses in greatest need. It is consistent with the focus of the new BR-POP initiative and complements other ongoing efforts to assist local businesses in the Baton Rouge community.

2. Targeted competition program for small purchases for certified firms. The City-Parish achieved relatively greater participation of MBE/WBEs and other small businesses in its procurements of less than \$100,000 than in contracts above that dollar amount. It has already made efforts to include minority- and women-owned businesses in those small procurements, but can do more.

Small purchases. State law sets thresholds for size of certain types of contracts that require public advertisement. The City-Parish should consider implementing a program that would target competition for certain contracts that do not require formal bidding to firms certified under the targeted business program. Procurements would be eligible for this program if:

- It was within the size range that it required informal bids under City-Parish rules; and
- There were three or more SBEs that could provide that construction, goods or services.

This program is similar to the SBE limited competition procurement method implemented at the New Orleans Regional Transit Authority for contracts up to \$1 million. The Louis Armstrong New Orleans International Airport also has authority for such a program.

Direct purchases. For very small purchases, the City-Parish is not required to solicit bids and can just solicit quotes from a single source. Purchasing staff might still make these procurements, but very small purchases are often made by staff in individual departments.

The City-Parish should encourage staff to make direct purchases from targeted businesses. If such a business is not available for a particular good or service, staff should then refer to a broader list of local small businesses.

The City-Parish should develop, maintain and distribute a vendor list of targeted businesses and local small businesses that can be used for those purchases. Purchasing currently has a list of self-identified small businesses and could recruit additional businesses. In this way, local small businesses can participate even if they do not wish to take the time to become certified.

3. Preference points for targeted businesses for points-based awards. The City-Parish solicits proposals for some of its contracts and makes awards based on scoring of different factors. Professional services contracts are often awarded using this system. When a scoring system is used, and when allowed under state law, the City-Parish should consider awarding points to certified targeted businesses submitting proposals.

The points would be awarded to a prime consultant that is a targeted business as long as that firm proposes to perform a substantial portion of the work. Nationally, many state and local government preference point programs award about 5 points out of 100 to certified firms.

Some preference programs also award points for targeted business participation as subconsultants. The City-Parish could consider this as well, or separately apply a subcontract goals program to those professional services contracts (discussed below).

4. Targeted business contract goals program for its large construction and professional services contracts. The City-Parish should consider implementing a contract goals program for large construction and professional services contracts expected to have subcontract opportunities. This program for contracts funded by the City-Parish would be similar to the DBE contract goals set for USDOT-funded contracts. The City-Parish would:

- Identify eligible contracts;
- Set contract goals based on the types of subcontracting opportunities and availability of targeted businesses to perform that work (flexible goals);
- Require bidders and proposers to meet the specified contract goal or show good faith efforts to do so;
- Evaluate whether the apparent low bidder met the goals or showed sufficient good faith efforts before awarding a contract;
- Monitor the participation of the targeted businesses over the course of the contract; and
- Enforce remedies for any non-compliance.

5. Consider other measures that specifically assist vendors, consultants, prime contractors and others directly bidding on City-Parish procurements. These measures might include:

- Enhanced outreach to local small businesses and training on how to register with the City-Parish;
- New rules for construction contracts that allow subcontractors (as well as prime contractors) to bill in advance for mobilization;
- Accelerated payment of prime contractors and subcontractors on City-Parish contracts;
- Reconsideration of bonding and insurance requirements on its small contracts;
- Unbundling of its contracts, as practicable; and
- Removal of other barriers that might present barriers to companies with less experience bidding or proposing on City-Parish contracts (Purchasing is doing this now).

6. Tracking and regular reporting of targeted business and small business participation in City-Parish contracts. The City-Parish should develop the information systems for ongoing tracking and at least annual reporting of targeted business, MBE/WBE, VOB and SDVOB, and small business participation in its contracts. This will also require more vendors to voluntarily supply this ownership information to the City-Parish so that it can track participation for firms not certified as targeted businesses.

C. Recommendation: Regional Training, Working Capital and Bonding Programs

As part of BR-POP, the City-Parish is working with its partners to address barriers to local small business growth and development. Training and access to working capital and bonding are some of the barriers confirmed in this disparity study.

- Many local partners are addressing business training and other technical assistance. A major activity in the BR-POP is education and training of local small businesses, including socially and economically disadvantaged companies.
- At the time of this report, the City-Parish was working with local partners to develop a regional working capital program.

Keen Independent also recommends a regional bond guarantee program that could assist emerging construction prime contractors obtain the bonding they need to bid public works contracts, including those at the City-Parish. This will require program design and a financial investment by BR-POP partners.

Procurement opportunities at the City-Parish are important to growth and development of many targeted businesses also attempting to do work with other public and private sector organization in the Baton Rouge region. Other agencies' efforts to encourage those businesses can help them be competitive for future City-Parish contracts, and experience with the City-Parish can help those companies pursue contracts with other large institutions in the region.

APPENDIX A.

Definition of Terms

Appendix A provides explanations and definitions useful to understanding the 2019 City of Baton Rouge Disparity Study. The following definitions are only relevant in the context of this report.

A&E. “A&E” refers to architecture and engineering (i.e., “A&E contracts”).

Anecdotal evidence. Anecdotal evidence includes personal accounts and perceptions of incidents, including any incidents of discrimination, told from each individual interviewee’s or participant’s perspective.

Availability analysis. The availability analysis examines the number of minority-, women- and majority-owned businesses ready, willing and able to perform specific types of construction, professional services, goods and other services.

“Availability” is often expressed as the percentage of contract dollars that might be expected to go to minority- or women-owned firms based on analysis of the specific type, location, size and timing of each contract and subcontract and the relative number of minority- and women-owned firms available for that work.

Business. A business is a for-profit enterprise, including all of its establishments (synonymous with “firm” and “company”).

Business establishment. A business establishment (or simply, “establishment”) is a place of business with an address and working phone number. One business can have many business establishments.

Business listing. A business listing is a record in the Dun & Bradstreet (D&B) database (or other database) of business information. A D&B record is a “listing” until the study team determines it to be an actual business establishment with a working phone number.

Certified MBE or WBE. A firm certified as a minority- or woman-owned business. Without the word “certified” in front of “MBE” or “WBE,” Keen Independent is referring to a minority- or woman-owned firm that might or might not be certified as such.

Code of Federal Regulations or CFR. Code of Federal Regulations (“CFR”) is a codification of the federal agency regulations. An electronic version can be found at <http://www.gpo.gov/fdsys/browse/collectionCfr.action?collectionCode=CFR>.

Contract. A contract is a legally binding agreement between the seller of goods or services and a buyer.

Contract element. A contract element is either a prime contract or subcontract that the study team included in its analyses.

Consultant. A consultant is a business performing professional services contracts.

Contractor. A contractor is a business performing construction contracts.

Controlled. Controlled means exercising management and executive authority for a business.

Disadvantaged Business Enterprise (DBE). A “DBE” is a firm certified as such. A small business that is 51 percent or more owned and controlled by one or more individuals who are both socially and economically disadvantaged according to the guidelines in the Federal DBE Program (49 CFR Part 26) can be certified as a DBE. Members of certain racial and ethnic groups identified under “minority-owned business enterprise” in this appendix may meet the presumption of social and economic disadvantage. Women are also presumed to be socially and economically disadvantaged. Examination of economic disadvantage also includes investigating the three-year average gross revenues and the business owner’s personal net worth (at the time of this report, a maximum of \$1.32 million excluding equity in the business and primary personal residence).

Some minority- and women-owned businesses do not qualify as DBEs because of gross revenue or net worth limits.

A business owned by a non-minority male may also be certified as a DBE on a case-by-case basis if the enterprise meets its burden to show it is owned and controlled by one or more socially and economically disadvantaged individuals according to the requirements in 49 CFR Part 26.

Disparity. A disparity is an inequality, difference, or gap between an actual outcome and a reference point or benchmark. For example, a difference between an outcome for one racial or ethnic group and an outcome for non-minorities may constitute a disparity.

Disparity analysis. A disparity analysis compares actual outcomes with what might be expected based on other data. Analysis of whether there is a “disparity” between the utilization and availability of minority- and women-owned businesses is one tool used to examine whether there is evidence consistent with discrimination against such businesses.

Disparity index. A disparity index is a measure of the relative difference between an outcome, such as percentage of contract dollars received by a group, and a corresponding benchmark, such as the percentage of contract dollars that might be expected given the relative availability of that group for those contracts. In this example, it is calculated by dividing percent utilization (numerator) by percent availability (denominator) and then multiplying the result by 100. A disparity index of 100 indicates “parity” or utilization “on par” with availability. Disparity index figures closer to 0 indicate larger disparities between utilization and availability. For example, the disparity index would be “50” if the utilization of a particular group was 5 percent of contract dollars and its availability was 10 percent.

Dun & Bradstreet (D&B). D&B is the leading global provider of lists of business establishments and other business information (see www.dnb.com). Hoover's is the D&B company that provides these lists. Obtaining a DUNS number and being listed by D&B is free to listed companies; it does not require companies to pay to be listed in its database.

Employer firms. Employer firms are firms with paid employees other than the business owner and family members.

Enterprise. An enterprise is an economic unit that is a for-profit business or business establishment, not-for-profit organization or public sector organization.

Establishment. See “business establishment.”

Federal Disadvantaged Business Enterprise (DBE) Program. Federal DBE Program refers to the Disadvantaged Business Enterprise Program established by the United States Department of Transportation after enactment of the Transportation Equity Act for the 21st Century (TEA-21) as amended in 1998. The regulations for the Federal DBE Program are set forth in 49 CFR Part 26.

Firm. See “business.”

Federally funded contract. A federally funded contract is any contract or project funded in whole or in part (a dollar or more) with U.S. Department of Transportation, U.S. Environmental Protection Agency, U.S. Department of Housing and Urban Development or other federal financial assistance, including loans.

Hudson Initiative (SE). Louisiana Department of Economic Development provides the Hudson Initiative SE certification to assist small businesses in the state to gain access to purchasing and contracting opportunities that are available at the state level. Eligible firms are located in Louisiana, are independently owned and operated, and meet certain financial criteria.

Industry. An industry is a broad classification for businesses providing related construction, goods or services.

Louisiana Unified Certification Program (LA UCP DBE). The Louisiana Department of Transportation, Louis Armstrong International Airport, New Orleans Regional Transit Authority and Orleans Levee Board provide certification to Disadvantaged Business Enterprises (DBEs), which are small businesses owned and controlled by socially and economically disadvantaged individuals who are eligible for the program. A firm certified as a DBE by one entity is recognized as a DBE by any entity in Louisiana for purposes of the Federal DBE Program.

Louisiana Veteran Entrepreneurship Program (LVEP). The Louisiana Department of Economic Development's Veteran Entrepreneurship Program (LVEP) is designed to boost business opportunities for Louisiana veterans (active duty, Reservists and veterans) by providing the tools necessary to develop their business.

Louisiana’s Veteran Initiative (LAVETBIZ). The Louisiana Department of Economic Development’s Veteran Initiative (LAVETBIZ) provides certification to Louisiana small businesses that are at least 51 percent veteran-owned or service-connected disabled-veteran-owned in order to increase access to purchasing and contracting opportunities available at the state government level.

Local agency. A local agency is a city, county, town or other local government.

Majority-owned business. A majority-owned business is a for-profit business that is not owned and controlled by minorities or women (see definition of “minorities” below).

MBE. Minority-owned business enterprise. See minority-owned business.

Minorities. Minorities are individuals who belong to one or more of the racial/ethnic groups identified in the federal regulations in 49 CFR Section 26.5:

- Black Americans (or “African Americans” in this study), which include persons having origins in any of the black racial groups of Africa.
- Hispanic Americans (Latinos), which include persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race.
- Native Americans, which include persons who are American Indians, Eskimos, Aleuts or Native Hawaiians.
- Asian Pacific Americans, which include persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), Republic of the Northern Marianas Islands, Macao, Fiji, Tonga, Kiribati, Tuvalu, Nauru, Federated States of Micronesia or Hong Kong and persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka.

Minority-owned business (MBE). An MBE is a business that is at least 51 percent owned and controlled by one or more individuals that belong to a minority group. Minority groups in this study are those listed in 49 CFR Section 26.5. For purposes of this study, a business need not be certified as such to be counted as a minority-owned business. Businesses owned by minority women are also counted as MBEs in this study (where that information is available). In this study, “MBE-certified businesses” are those that have been certified by a government agency as a minority-owned company.

North American Industry Classification System (NAICS) codes. NAICS codes identify the primary line of business of a business enterprise. See <http://www.census.gov/epcd/www/naics.html>.

Non-response bias. Non-response bias occurs when the observed responses to a survey question differ from what would have been obtained if all individuals in a population, including non-respondents, had answered the question.

Owned. Owned indicates at least 51 percent ownership of a company. For example, a “minority-owned” business is at least 51 percent owned by one or more minorities.

Prime consultant. A prime consultant is a professional services firm that performs a prime contract for an end user.

Prime contract. A prime contract is a contract between a prime contractor or a prime consultant and the project owner.

Prime contractor. A prime contractor is a firm that performs a prime contract for an end user.

Procurement. A direct purchase, consulting agreement, prime contract, subcontract or other acquisition of construction, professional services, goods or other services. This term is intended to encompass all types of government purchasing and contracting.

Project. A project refers to state or local agency construction and/or engineering endeavor. A project could include one or multiple prime contracts and corresponding subcontracts.

Race-and gender-conscious measures. Race- and gender-conscious measures are programs in which businesses owned by certain minority groups or women may participate but majority-owned firms typically may not. A DBE or MBE contract goal is one example of a race- and gender-conscious measure.

Note that the term is a shortened version of “race-, ethnicity-, and gender-conscious measures.” For ease of communication, the study team has truncated the term to “race- and gender-conscious measures.”

Race- and gender-neutral measures. Race- and gender-neutral measures apply to businesses regardless of the race/ethnicity or gender of firm ownership. Race- and gender-neutral measures may include assistance in overcoming bonding and financing obstacles, simplifying bidding procedures, providing technical assistance, establishing programs to assist start-up firms, and other methods open to all businesses or any disadvantaged business regardless of race or gender of ownership. A broader list of examples can be found in 49 CFR Section 26.51(b).

Note that the term is more accurately “race-, ethnicity-, and gender-neutral” measures. However, for ease of communication, the study team has shortened the term to “race- and gender-neutral measures.”

Relevant geographic market area. The relevant geographic market area is the geographic area in which the businesses receiving most participating entity contracting dollars are located. The relevant geographic market area is also referred to as the “local marketplace.” Case law related to race- and gender-conscious programs requires disparity analyses to focus on the “relevant geographic market area.”

Remedial measure. A remedial measure, sometimes shortened to “remedy,” is a program designed to address barriers to full participation of a targeted group.

SBA 8(a). SBA 8(a) is a U.S. Small Business Administration business assistance program for small disadvantaged businesses owned and controlled by at least 51 percent socially and economically disadvantaged individuals.

Service-Disabled Veteran-Owned Small Business (SDVOSB). A firm certified as a service-disabled veteran-owned small business according to the criteria of the federal Service-Disabled Veteran-Owned Small Business Concern (SDVOSBC) Program.

Small business. A small business is a business with low revenues or size (based on revenue or number of employees) relative to other businesses in the industry. “Small business” does not necessarily mean that the business is certified as such.

Small Business Enterprise (SBE). A firm certified as a small business according to the size criteria of the certifying agency.

Small and Emerging Business Development Program (SEBD). The Louisiana Department of Economic Development’s Small and Emerging Business Development (SEBD) Program provides managerial, technical assistance and training needed to grow and sustain a small business for firms whose principal place of business is Louisiana, 51 percent of the ownership is by a small and emerging business person, the net worth of the firm is less than \$1.5 million and the firm owner anticipates creating full-time jobs. SEBD-certification is not race conscious or gender conscious.

Small Business Administration (SBA). The SBA refers to the United States Small Business Administration, which is an independent agency of the United States government that assists small businesses.

State- or locally funded contract. A state- or locally funded contract is any contract or project that is entirely funded with State of Louisiana, local government or other non-federal funds.

Statistically significant difference. A statistically significant difference refers to a quantitative difference for which there is a high probability that random chance can be rejected as an explanation for the difference. This has applications when analyzing differences based on sample data such as most U.S. Census datasets (could chance in the sampling process for the data explain the difference?), or when simulating an outcome to determine if it can be replicated through chance. Often a 95 percent confidence level is applied as a standard for when chance can reasonably be rejected as a cause for a difference.

Subconsultant. A subconsultant is a professional services firm that performs services for a prime consultant as part of the prime consultant’s contract for a customer such as the City of Baton Rouge.

Subcontract. A subcontract is a contract between a prime contractor or prime consultant and another business selling goods or services to the prime contractor or prime consultant as part of the prime contractor’s contract for a customer such as the City of Baton Rouge.

Subcontract goals program. A program in which a public agency sets a percent goal for participation of DBEs, MBE/WBEs, small businesses or another group on a contract. These programs typically require that a bidder either meet the percentage goal with members of the group or show good faith efforts to do so as part of its bid or proposal.

Subcontractor. A subcontractor is a construction firm that performs services for a prime contractor as part of a larger project.

Subrecipient. A subrecipient is a local agency receiving financial assistance passed through another agency such as the City of Baton Rouge.

Supplier. A supplier is a firm that sells supplies to a prime contractor as part of a larger project or sells supplies directly to an end user.

Targeted business programs. Keen Independent refers to MBEs, WBEs, VOBs, SDVOBs and SBEs as “targeted businesses” in this study. We only use “Disadvantaged Business Enterprise” or “DBE” when referring to firms certified as such under the Federal Disadvantaged Business Enterprise (DBE) Program (white male-owned firms can be certified as “DBEs,” which are not the focus of the disparity study).

United States Environmental Protection Agency (EPA). EPA is the federal agency that administers regulations and programs regarding environmental protection. The EPA has certain requirements regarding participation of minority- and women-owned businesses, small businesses and other targeted businesses in EPA-funded contracts for construction, equipment, services and supplies.

United States Department of Housing and Urban Development (HUD). HUD is the federal department that administers Community Development Block Grants (CDBG funds), certain federal housing programs and related programs. State and local governments that receive money from HUD must comply with HUD requirements regarding minority- and women-owned business participation in HUD-funded contracts, as well as participation of project residents in those contracts.

United States Department of Transportation (USDOT). USDOT refers to the United States Department of Transportation, which includes the Federal Highway Administration, the Federal Transit Administration, the Federal Aviation Administration and the Federal Rail Administration. Note that the Federal DBE Program does not apply to contracts solely using funds from the Federal Rail Administration (at the time of this report).

Utilization. Utilization refers to the percentage of total contract dollars of a particular type of work going to a specific group of businesses (for example, MBEs or WBEs).

WBE. Woman-owned business enterprise. See women-owned business.

Women-owned business (WBE). A WBE is a business that is at least 51 percent owned and controlled by one or more individuals that are non-minority women. A business need not be certified as such to be included as a WBE in this study. For this study, businesses owned and controlled by minority women are counted as minority-owned businesses. In this study, a “WBE-certified businesses” is one certified as a woman-owned firm by a public agency.

APPENDIX B.

Legal Framework and Analysis

A. Introduction

In this appendix, Holland & Knight LLP analyzes recent cases involving local and state government minority and women-owned and disadvantaged-owned business enterprise (“MBE/WBE/DBE”) programs. The appendix also reviews recent cases, which are instructive to the study and MBE/WBE/DBE programs, regarding the Federal Disadvantaged Business Enterprise (“Federal DBE”) Program¹ and the implementation of the Federal DBE Program by local and state governments. The Federal DBE Program recently was continued and reauthorized by the Fixing America’s Surface Transportation Act (FAST Act).² The appendix provides a summary of the legal framework for the disparity study as applicable to BREC.

Appendix B begins with a review of the landmark United States Supreme Court decision in *City of Richmond v. J.A. Croson*.³ *Croson* sets forth the strict scrutiny constitutional analysis applicable in the legal framework for conducting a disparity study. This section also notes the United States Supreme Court decision in *Adarand Constructors, Inc. v. Peña*,⁴ (“*Adarand I*”), which applied the strict scrutiny analysis set forth in *Croson* to federal programs that provide federal assistance to a recipient of federal funds. The Supreme Court’s decisions in *Adarand I* and *Croson*, and subsequent cases and authorities provide the basis for the legal analysis in connection with the study.

The legal framework analyzes and reviews significant recent court decisions that have followed, interpreted, and applied *Croson* and *Adarand I* to the present and that are applicable to this disparity study and the strict scrutiny analysis. This analysis reviews the Fifth Circuit decision in *W.H. Scott Construction Co., Inc. v. City of Jackson, Mississippi*,⁵ district court decision in *Kossman Contracting Co., Inc. v. City of Houston*,⁶ and the Louisiana Supreme Court decision in *Louisiana Associated General Contractors, Inc. v. State of Louisiana, et. al.*⁷ The analysis also reviews recent court decisions that involved challenges to MBE/WBE/DBE programs in other jurisdictions in Section E below, which are informative to the study.

¹ 49 CFR Part 26 (Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs (“Federal DBE Program”). See the Transportation Equity Act for the 21st Century (TEA-21) as amended and reauthorized (“MAP-21,” “SAFETEA” and “SAFETEA-LU”), and the United States Department of Transportation (“USDOT” or “DOT”) regulations promulgated to implement TEA-21 the Federal regulations known as Moving Ahead for Progress in the 21st Century Act (“MAP-21”), Pub L. 112-141, H.R. 4348, § 1101(b), July 6, 2012, 126 Stat 405.; preceded by Pub L. 109-59, Title I, § 1101(b), August 10, 2005, 119 Stat. 1156; preceded by Pub L. 105-178, Title I, § 1101(b), June 9, 1998, 112 Stat. 107.

² Pub. L. 114-94, H.R. 22, § 1101(b), December 4, 2015, 129 Stat. 1312.

³ *City of Richmond v. J.A. Croson*, 488 U.S. 469 (1989).

⁴ *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200 (1995).

⁵ *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206 (5th Cir. 1999).

⁶ *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁷ *Louisiana Associated General Contractors, Inc. v. State of Louisiana, et. al.*, 669 So. 2d 1185 (S. Ct. La. 1996).

In addition, the analysis reviews other recent federal cases that have considered the validity of the Federal DBE Program and its implementation by a state or local government agency or a recipient of federal funds, including: *Dunnet Bay Construction Co. v. Illinois DOT*,⁸ *Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation (“Caltrans”), et al.*,⁹ *Western States Paving Co. v. Washington State DOT*,¹⁰ *Mountain West Holding Co. v. Montana, Montana DOT, et al.*,¹¹ *M.K. Weeden Construction v. Montana, Montana DOT, et al.*,¹² *Northern Contracting, Inc. v. Illinois DOT*,¹³ *Sherbrooke Turf, Inc. v. Minn DOT and Gross Seed v. Nebraska Department of Roads*,¹⁴ *Adarand Construction, Inc. v. Slater*¹⁵ (“*Adarand VII*”), *Midwest Fence Corp. v. U.S. DOT, FHWA, Illinois DOT, Illinois State Toll Highway Authority, et al.*,¹⁶ *Geyer Signal, Inc. v. Minnesota DOT*,¹⁷ *Geod Corporation v. New Jersey Transit Corporation*,¹⁸ and *South Florida Chapter of the A.G.C. v. Broward County, Florida*.¹⁹

The analyses of these and other recent cases summarized below are instructive to the disparity study because they are the most recent and significant decisions by courts setting forth the legal framework applied to MBE/WBE/DBE Programs and disparity studies, and construing the validity of government programs involving MBE/WBE/DBEs.

B. U.S. Supreme Court Cases

1. *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989)

In *Croson*, the U.S. Supreme Court struck down the City of Richmond’s “set-aside” program as unconstitutional because it did not satisfy the strict scrutiny analysis applied to “race-based” governmental programs.²⁰ J.A. Croson Co. (“Croson”) challenged the City of Richmond’s minority contracting preference plan, which required prime contractors to subcontract at least 30 percent of the dollar amount of contracts to one or more Minority Business Enterprises (“MBE”). In enacting the plan, the City cited past discrimination and an intent to increase minority business participation in construction projects as motivating factors.

⁸ *Dunnet Bay Construction Co. v. Borggren, Illinois DOT, et al.*, 799 F.3d 676, 2015 WL 4934560 (7th Cir., 2015), *cert. denied*, 2016 WL 193809, (October 3, 2016), Docket No. 15-906; *Dunnet Bay Construction Co. v. Illinois DOT, et al.* 2014 WL 552213 (C. D. Ill. 2014), *affirmed by Dunnet Bay*, 2015 WL 4934560 (7th Cir., 2015).

⁹ *Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation, et al.*, 713 F.3d 1187, (9th Cir. April 16, 2013); U.S.D.,C., E.D. Cal, Civil Action No. S-09-1622, Slip Opinion Transcript (E.D. Cal. April 20, 2011), *appeal dismissed based on standing, on other grounds Ninth Circuit held Caltrans’ DBE Program constitutional, Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation, et al.*, F.3d 1187, (9th Cir. April 16, 2013).

¹⁰ *Western States Paving Co. v. Washington State DOT*, 407 F.3d 983 (9th Cir. 2005), *cert. denied*, 546 U.S. 1170 (2006).

¹¹ *Mountain West Holding Co., Inc. v. The State of Montana, Montana DOT, et al.*, 2017 WL 2179120 (9th Cir. May 16, 2017).

¹² *M. K. Weeden Construction v. State of Montana, Montana DOT*, 2013 WL 4774517 (D. Mont. 2013).

¹³ *Northern Contracting, Inc. v. Illinois DOT*, 473 F.3d 715 (7th Cir. 2007).

¹⁴ *Sherbrooke Turf, Inc. v. Minn. DOT and Gross Seed v. Nebraska Department of Roads*, 345 F.3d 964 (8th Cir. 2003), *cert. denied*, 541 U.S. 1041 (2004).

¹⁵ 228 F.3d 1147 (10th Cir. 2000) (“*Adarand VIP*”).

¹⁶ 840 F.3d 932, 2016 WL 6543514 (7th Cir. 2016), *cert. denied*, 2017 WL 497345 (2017).

¹⁷ *Geyer Signal, Inc. v. Minnesota DOT*, 2014 W.L. 1309092 (D. Minn. 2014).

¹⁸ 766 F. Supp.2d. 642 (D. N.J. 2010).

¹⁹ 544 F. Supp.2d 1336 (S.D. Fla. 2008).

²⁰ 488 U.S. 469 (1989).

The Supreme Court held the City of Richmond’s “set-aside” action plan violated the Equal Protection Clause of the Fourteenth Amendment. The Court applied the “strict scrutiny” standard, generally applicable to any race-based classification, which requires a governmental entity to have a “compelling governmental interest” in remedying past identified discrimination and that any program adopted by a local or state government must be “narrowly tailored” to achieve the goal of remedying the identified discrimination.

The Court determined that the plan neither served a “compelling governmental interest” nor offered a “narrowly tailored” remedy to past discrimination. The Court found no “compelling governmental interest” because the City had not provided “a strong basis in evidence for its conclusion that [race-based] remedial action was necessary.”²¹ The Court held the City presented no direct evidence of any race discrimination on its part in awarding construction contracts or any evidence that the City’s prime contractors had discriminated against minority-owned subcontractors.²² The Court also found there were only generalized allegations of societal and industry discrimination coupled with positive legislative motives. The Court concluded that this was insufficient evidence to demonstrate a compelling interest in awarding public contracts on the basis of race.

Similarly, the Court held the City failed to demonstrate that the plan was “narrowly tailored” for several reasons, including because there did not appear to have been any consideration of race-neutral means to increase minority business participation in city contracting, and because of the overinclusiveness of certain minorities in the “preference” program (for example, Aleuts) without any evidence they suffered discrimination in Richmond.²³

The Court stated that reliance on the disparity between the number of prime contracts awarded to minority firms and the minority population of the City of Richmond was misplaced. There is no doubt, the Court held, that “[w]here gross statistical disparities can be shown, they alone in a proper case may constitute prima facie proof of a pattern or practice of discrimination” under Title VII.²⁴ But it is equally clear that “[w]hen special qualifications are required to fill particular jobs, comparisons to the general population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.”²⁵

The Court concluded that where special qualifications are necessary, the relevant statistical pool for purposes of demonstrating discriminatory exclusion must be the number of minorities qualified to undertake the particular task. The Court noted that “the city does not even know how many MBE’s in the relevant market are qualified to undertake prime or subcontracting work in public construction projects.”²⁶ “Nor does the city know what percentage of total city construction dollars minority firms now receive as subcontractors on prime contracts let by the city.”²⁷

²¹ 488 U.S. at 500, 510.

²² 488 U.S. at 480, 505.

²³ 488 U.S. at 507-510.

²⁴ 488 U.S. at 501, *quoting Hazelwood School Dist. v. United States*, 433 U.S. 299, 307–308, 97 S.Ct. 2736, 2741.

²⁵ 488 U.S. at 501 *quoting Hazelwood*, 433 U.S. at 308, n. 13, 97 S.Ct., at 2742, n. 13.

²⁶ 488 U.S. at 502.

²⁷ *Id.*

The Supreme Court stated that it did not intend its decision to preclude a state or local government from “taking action to rectify the effects of identified discrimination within its jurisdiction.”²⁸ The Court held that “[w]here there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality’s prime contractors, an inference of discriminatory exclusion could arise.”²⁹

The Court said: “If the City of Richmond had evidence before it that nonminority contractors were systematically excluding minority businesses from subcontracting opportunities it could take action to end the discriminatory exclusion.”³⁰ “Under such circumstances, the city could act to dismantle the closed business system by taking appropriate measures against those who discriminate on the basis of race or other illegitimate criteria.” “In the extreme case, some form of narrowly tailored racial preference might be necessary to break down patterns of deliberate exclusion.”³¹

The Court further found “if the City could show that it had essentially become a ‘passive participant’ in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the City could take affirmative steps to dismantle such a system. It is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that public dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of private prejudice.”³²

2. *Adarand Constructors, Inc. v. Peña (“Adarand I”), 515 U.S. 200 (1995)*

In *Adarand I*, the U.S. Supreme Court extended the holding in *Crosby* and ruled that all federal government programs that use racial or ethnic criteria as factors in procurement decisions must pass a test of strict scrutiny in order to survive constitutional muster.

The cases interpreting *Adarand I* are the most recent and significant decisions by federal courts setting forth the legal framework for disparity studies as well as the predicate to satisfy the constitutional strict scrutiny standard of review, which applies to the implementation of the Federal DBE Program by recipients of federal funds.

C. The Legal Framework Applied to State and Local Government MBE/WBE/DBE Programs

The following provides an analysis for the legal framework focusing on recent key cases regarding state and local MBE/WBE/DBE programs, and their implications for a disparity study. The recent decisions involving these programs, the Federal DBE Program, and its implementation by state and local programs, are instructive because they concern the strict scrutiny analysis, the legal framework in this area, challenges to the validity of MBE/WBE/DBE programs, and an analysis of disparity studies.

²⁸ 488 U.S. at 509.

²⁹ *Id.*

³⁰ 488 U.S. at 509.

³¹ *Id.*

³² 488 U.S. at 492.

1. Strict scrutiny analysis

A race- and ethnicity-based program implemented by a state or local government is subject to the strict scrutiny constitutional analysis.³³ The strict scrutiny analysis is comprised of two prongs:

- The program must serve an established compelling governmental interest; and
- The program must be narrowly tailored to achieve that compelling government interest.³⁴

a. The Compelling Governmental Interest Requirement.

The first prong of the strict scrutiny analysis requires a governmental entity to have a “compelling governmental interest” in remedying past identified discrimination in order to implement a race- and ethnicity-based program.³⁵ State and local governments cannot rely on national statistics of discrimination in an industry to draw conclusions about the prevailing market conditions in their own regions.³⁶ Rather, state and local governments must measure discrimination in their state or local market. However, that is not necessarily confined by the jurisdiction’s boundaries.³⁷

It is instructive to review the type of evidence utilized by Congress and considered by the courts to support the Federal DBE Program, and its implementation by local and state governments and agencies, which is similar to evidence considered by cases ruling on the validity of MBE/WBE/DBE programs. The federal courts found Congress “spent decades compiling evidence of race discrimination in government highway contracting, of barriers to the formation of minority-owned construction businesses, and of barriers to entry.”³⁸ The evidence found to satisfy the compelling interest standard included numerous congressional investigations and hearings, and outside studies of statistical and anecdotal evidence (*e.g.*, disparity studies).³⁹ The evidentiary basis on which Congress relied to support its finding of discrimination includes:

- **Barriers to minority business formation.** Congress found that discrimination by prime contractors, unions, and lenders has woefully impeded the formation of qualified minority business enterprises in the subcontracting market nationwide, noting the existence of “good ol’ boy” networks, from which minority firms have traditionally

³³ *Croson*, 448 U.S. at 492-493; *Adarand Constructors, Inc. v. Peña (Adarand I)*, 515 U.S. 200, 227 (1995); See *Fisher v. University of Texas*, 133 S.Ct. 2411 (2013); *AGC, SDC v. Caltrans*, 713 F.3d 1187, 1195-1200 (9th Cir. 2013); *Northern Contracting*, 473 F.3d at 721; *Western States Paving*, 407 F.3d at 991; *Sherbrooke Turf*, 345 F.3d at 969; *Adarand VII*, 228 F.3d at 1176; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206 (5th Cir. 1999).

³⁴ *Adarand I*, 515 U.S. 200, 227 (1995); *AGC, SDC v. Caltrans*, 713 F.3d 1187, 1195-1200 (9th Cir. 2013); *Northern Contracting*, 473 F.3d at 721; *Western States Paving*, 407 F.3d at 991 (9th Cir. 2005); *Sherbrooke Turf*, 345 F.3d at 969; *Adarand VII*, 228 F.3d at 1176; *Associated Gen. Contractors of Ohio, Inc. v. Drabik (“Drabik II”)*, 214 F.3d 730 (6th Cir. 2000); *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206 (5th Cir. 1999); *Eng’g Contractors Ass’n of South Florida, Inc. v. Metro. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Contractors Ass’n of E. Pa. v. City of Philadelphia (“CAEP I”)*, 6 F.3d 990 (3d Cir. 1993).

³⁵ *Id.*

³⁶ *Id.*; see, *e.g.*, *Concrete Works, Inc. v. City and County of Denver (“Concrete Works I”)*, 36 F.3d 1513, 1520 (10th Cir. 1994).

³⁷ See, *e.g.*, *Concrete Works I*, 36 F.3d at 1520.

³⁸ *Sherbrooke Turf*, 345 F.3d at 970, (*citing Adarand VII*, 228 F.3d at 1167 – 76); *Western States Paving*, 407 F.3d at 992-93.

³⁹ See, *e.g.*, *Adarand VII*, 228 F.3d at 1167– 76; see also *Western States Paving*, 407 F.3d at 992 (Congress “explicitly relied upon” the Department of Justice study that “documented the discriminatory hurdles that minorities must overcome to secure federally funded contracts”); *Geyer Signal, Inc.*, 2014 WL 1309092.

been excluded, and the race-based denial of access to capital, which affects the formation of minority subcontracting enterprise.⁴⁰

- **Barriers to competition for existing minority enterprises.** Congress found evidence showing systematic exclusion and discrimination by prime contractors, private sector customers, business networks, suppliers, and bonding companies precluding minority enterprises from opportunities to bid. When minority firms are permitted to bid on subcontracts, prime contractors often resist working with them. Congress found evidence of the same prime contractor using a minority business enterprise on a government contract not using that minority business enterprise on a private contract, despite being satisfied with that subcontractor’s work. Congress found that informal, racially exclusionary business networks dominate the subcontracting construction industry.⁴¹
- **Local disparity studies.** Congress found that local studies throughout the country tend to show a disparity between utilization and availability of minority-owned firms, raising an inference of discrimination.⁴²
- **Results of removing affirmative action programs.** Congress found evidence that when race-conscious public contracting programs are struck down or discontinued, minority business participation in the relevant market drops sharply or even disappears, which courts have found strongly supports the government’s claim that there are significant barriers to minority competition, raising the specter of discrimination.⁴³
- **FAST Act and MAP-21.** In December 2015 and in July 2012, Congress passed the FAST Act and MAP-21, respectively (see above), which made “Findings” that “discrimination and related barriers continue to pose significant obstacles for minority- and women-owned businesses seeking to do business in federally-assisted surface transportation markets,” and that the continuing barriers “merit the continuation” of the Federal DBE Program.⁴⁴ Congress also found in both the FAST Act and MAP-21 that it received and reviewed testimony and documentation of race and gender discrimination which “provide a strong basis that there is a compelling need for the continuation of the” Federal DBE Program.⁴⁵

⁴⁰ *Adarand VII*, 228 F.3d. at 1168-70; *Western States Paving*, 407 F.3d at 992; see *Geyer Signal, Inc.*, 2014 WL 1309092; *DynaLantic*, 885 F.Supp.2d 237.

⁴¹ *Adarand VII*. at 1170-72; see *DynaLantic*, 885 F.Supp.2d 237.

⁴² *Id.* at 1172-74; see *DynaLantic*, 885 F.Supp.2d 237; *Geyer Signal, Inc.*, 2014 WL 1309092.

⁴³ *Adarand VII*, 228 F.3d at 1174-75; see *H. B. Rowe*, 615 F.3d 233, 241-2, 247-258 (4th Cir. 2010); *Sherbrooke Turf*, 345 F.3d at 973-4.

⁴⁴ Pub L. 114-94, H.R. 22, §1101(b), December 4, 2015, 129 Stat 1312; Pub L. 112-141, H.R. 4348, § 1101(b), July 6, 2012, 126 Stat 405.

⁴⁵ *Id.* at § 1101(b)(1).

Burden of proof. Under the strict scrutiny analysis, and to the extent a state or local governmental entity has implemented a race- and gender-conscious program, the governmental entity has the initial burden of showing a strong basis in evidence (including statistical and anecdotal evidence) to support its remedial action.⁴⁶ If the government makes its initial showing, the burden shifts to the challenger to rebut that showing.⁴⁷ The challenger bears the ultimate burden of showing that the governmental entity's evidence "did not support an inference of prior discrimination."⁴⁸

In applying the strict scrutiny analysis, the courts hold that the burden is on the government to show both a compelling interest and narrow tailoring.⁴⁹ It is well established that "remediating the effects of past or present racial discrimination" is a compelling interest.⁵⁰ In addition, the government must also demonstrate "a strong basis in evidence for its conclusion that remedial action [is] necessary."⁵¹

Since the decision by the Supreme Court in *Croson*, "numerous courts have recognized that disparity studies provide probative evidence of discrimination."⁵² "An inference of discrimination may be made with empirical evidence that demonstrates 'a significant statistical disparity between a number of qualified minority contractors ... and the number of such contractors actually engaged by the locality or the locality's prime contractors.'"⁵³ Anecdotal evidence may be used in combination with statistical evidence to establish a compelling governmental interest.⁵⁴

In addition to providing "hard proof" to support its compelling interest, the government must also show that the challenged program is narrowly tailored.⁵⁵ Once the governmental entity has shown acceptable proof of a compelling interest and remediating past discrimination and illustrated that its plan is narrowly tailored to achieve this goal, the party challenging the affirmative action plan bears

⁴⁶ See *AGC, SDC v. Caltrans*, 713 F.3d at 1195; *H. B. Rowe*, 615 F.3d 233, 241-2, 247-258 (4th Cir. 2010); *Rothe Development Corp. v. Department of Defense*, 545 F.3d 1023, 1036 (Fed. Cir. 2008); *N. Contracting, Inc. Illinois*, 473 F.3d at 715, 721 (7th Cir. 2007) (Federal DBE Program); *Western States Paving Co. v. Washington State DOT*, 407 F.3d 983, 990-991 (9th Cir. 2005) (Federal DBE Program); *Sherbrooke Turf, Inc. v. Minnesota DOT*, 345 F.3d 964, 969 (8th Cir. 2003) (Federal DBE Program); *Adarand Constructors Inc. v. Slater* ("Adarand VII"), 228 F.3d 1147, 1166 (10th Cir. 2000) (Federal DBE Program); *Eng'g Contractors Ass'n*, 122 F.3d at 916; *Monterey Mechanical Co. v. Wilson*, 125 F.3d 702, 713 (9th Cir. 1997); *Geyer Signal, Inc.*, 2014 WL 1309092; *DynaLantic*, 885 F.Supp.2d 237, 2012 WL 3356813; *Hersbell Gill Consulting Engineers, Inc. v. Miami Dade County*, 333 F. Supp.2d 1305, 1316 (S.D. Fla. 2004).

⁴⁷ *Adarand VII*, 228 F.3d at 1166; *Eng'g Contractors Ass'n*, 122 F.3d at 916; *Geyer Signal, Inc.*, 2014 WL 1309092.

⁴⁸ See, e.g., *Adarand VII*, 228 F.3d at 1166; *Eng'g Contractors Ass'n*, 122 F.3d at 916; see also *Sherbrooke Turf*, 345 F.3d at 971; *N. Contracting*, 473 F.3d at 721; *Geyer Signal, Inc.*, 2014 WL 1309092.

⁴⁹ *Id.*; *Midwest Fence*, 840 F.3d 932, 935, 948-954 (7th Cir. 2016); *H. B. Rowe v. NCDOT*, 615 F.3d 233, 241-242 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 990; See also *Majeske v. City of Chicago*, 218 F.3d 816, 820 (7th Cir. 2000); *Geyer Signal, Inc.*, 2014 WL 1309092.

⁵⁰ *Shaw v. V. Hunt*, 517 U.S. 899, 909 (1996); *City of Richmond v. J. A. Croson Co.*, 488 U.S. 469, 492 (1989); see *Midwest Fence*, 840 F.3d 932, 935, 948-954 (7th Cir. 2016).

⁵¹ *Croson*, 488 U.S. at 500; see e.g., *Midwest Fence*, 840 F.3d 932, 935, 948-954 (7th Cir. 2016); *H. B. Rowe v. NCDOT*, 615 F.3d 233, 241-242 (4th Cir. 2010); *Sherbrooke Turf*, 345 F.3d at 971-972; *Geyer Signal, Inc.*, 2014 WL 1309092.

⁵² *Midwest Fence*, 2015 W.L. 1396376 at *7 (N.D. Ill. 2015), *affirmed*, 840 F.3d 932 (7th Cir. 2016); see, e.g., *Midwest Fence*, 840 F.3d 932, 935, 948-954 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1195-1200; *H. B. Rowe v. NCDOT*, 615 F.3d 233 (4th Cir. 2010); *Geyer Signal, Inc.*, 2014 WL 1309092 (D. Minn. 2014); *Concrete Works of Colo. Inc. v. City and County of Denver*, 36 F.3d 1513, 1522 (10th Cir. 1994).

⁵³ *Midwest Fence*, 2015 W.L. 1396376 at *7, *quoting Concrete Works*; 36 F.3d 1513, 1522 (*quoting Croson*, 488 U.S. at 509); see also, *Sherbrooke Turf*, 345 F.3d at 973; *H. B. Rowe v. NCDOT*, 615 F.3d 233, 241-242 (4th Cir. 2010).

⁵⁴ *Croson*, 488 U.S. at 509; see, e.g., *AGC, SDC v. Caltrans*, 713 F.3d at 1196; *Midwest Fence*, 2015 WL 1396376 at *7, *affirmed*, 840 F.3d 932 (7th Cir. 2016); *H. B. Rowe v. NCDOT*, 615 F.3d 233, 241-242 (4th Cir. 2010).

⁵⁵ *Adarand Constructors, Inc. v. Pena*, ("Adarand III"), 515 U.S. 200 at 235 (1995); See, e.g., *Midwest Fence*, 840 F.3d 932, 935, 948-954 (7th Cir. 2016); *Majeske v. City of Chicago*, 218 F.3d at 820.

the ultimate burden of proving that the plan is unconstitutional.⁵⁶ Therefore, notwithstanding the burden of initial production rests with the government, the ultimate burden remains with the party challenging the application of a DBE or MBE/WBE Program to demonstrate the unconstitutionality of an affirmative-action type program.⁵⁷

To successfully rebut the government's evidence, a challenger must introduce "credible, particularized evidence" of its own that rebuts the government's showing of a strong basis in evidence.⁵⁸ This rebuttal can be accomplished by providing a neutral explanation for the disparity between MBE/WBE/DBE utilization and availability, showing that the government's data is flawed, demonstrating that the observed disparities are statistically insignificant, or presenting contrasting statistical data.⁵⁹ Conjecture and unsupported criticisms of the government's methodology are insufficient.⁶⁰ The courts have held that mere speculation the government's evidence is insufficient or methodologically flawed does not suffice to rebut a government's showing.⁶¹

The courts have noted that "there is no 'precise mathematical formula to assess the quantum of evidence that rises to the *Croson* 'strong basis in evidence' benchmark."⁶² It has been held that a state need not conclusively prove the existence of past or present racial discrimination to establish a strong basis in evidence for concluding that remedial action is necessary.⁶³ Instead, the Supreme Court stated that a government may meet its burden by relying on "a significant statistical disparity" between the availability of qualified, willing, and able minority subcontractors and the utilization of such subcontractors by the governmental entity or its prime contractors.⁶⁴ It has been further held that the statistical evidence be "corroborated by significant anecdotal evidence of racial discrimination" or bolstered by anecdotal evidence supporting an inference of discrimination.⁶⁵

⁵⁶ *Majeske*, 218 F.3d at 820; *see, e.g., Wygant v. Jackson Bd. Of Educ.*, 476 U.S. 267, 277-78; *Midwest Fence*, 840 F.3d 932, 952-954 (7th Cir. 2016); *Midwest Fence*, 84 F.Supp. 3d 705, 2015 WL 1396376 *7, *affirmed*, 840 F.3d 932, 2016 WL 6543514 (7th Cir. 2016); *Geyer Signal, Inc.*, 2014 WL 1309092.

⁵⁷ *Id.*; *Adarand VII*, 228 F.3d at 1166.

⁵⁸ *See, e.g., H.B. Rowe v. North Carolina DOT* (4th Cir. 2010), 615 F.3d 233, at 241-242; *Concrete Works*, 321 F.3d 950, 959 (quoting *Adarand Constructors, Inc. vs. Slater*, 228 F.3d 1147, 1175 (10th Cir. 2000)); *Midwest Fence*, 84 F.Supp. 3d 705, 2015 WL 1396376 at *7, *affirmed*, 840 F.3d 932, 2016 WL 6543514 (7th Cir. 2016); *see also, Sberbrooke Turf*, 345 F.3d at 971-974; *Geyer Signal, Inc.*, 2014 WL 1309092.

⁵⁹ *Id.*; *See, e.g., Engineering Contractors*, 122 F.3d at 916; *Contractors Association of E. Pa., Inc. v. City of Philadelphia*, 6 F.3d 990, 1007 (3^d Cir. 1993); *Coral Construction, Co. v. King County*, 941 F.2d 910, 921 (9th Cir. 1991).

⁶⁰ *Id.*; *see also, Midwest Fence*, 840 F.3d 932, 952-954 (7th Cir. 2016); *Sberbrooke Turf*, 345 F.3d at 971-974; *Kossmann Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016); *Geyer Signal, Inc.*, 2014 WL 1309092.

⁶¹ *Midwest Fence*, 840 F.3d 932, 952-954 (7th Cir. 2016); *H.B. Rowe*, 615 F.3d 233, at 242; *see Concrete Works*, 321 F.3d at 991; *see also, Sberbrooke Turf*, 345 F.3d at 971-974; *Geyer Signal, Inc.*, 2014 WL 1309092; *Kossmann Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁶² *H.B. Rowe*, 615 F.3d at 241, quoting *Rothe Dev. Corp. v. Dep't of Def.*, 545 F.3d 1023, 1049 (Fed. Cir. 2008) (quoting *W.H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 n. 11 (5th Cir. 1999)); *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999).

⁶³ *H.B. Rowe Co.*, 615 F.3d at 241; *see e.g., Midwest Fence*, 840 F.3d 932, 948-954 (7th Cir. 2016); *Concrete Works*, 321 F.3d at 958.

⁶⁴ *Croson*, 488 U.S. 509, *see e.g., Midwest Fence*, 840 F.3d 932, 948-954 (7th Cir. 2016); *H.B. Rowe*, 615 F.3d at 241.

⁶⁵ *H.B. Rowe*, 615 F.3d at 241, quoting *Maryland Troopers Association, Inc. v. Evans*, 993 F.2d 1072, 1077 (4th Cir. 1993); *see e.g., Midwest Fence*, 840 F.3d 932, 948-954 (7th Cir. 2016); *AGC, San Diego v. Caltrans*, 713 F.3d at 1196; *see also, Kossmann Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

Statistical evidence. Statistical evidence of discrimination is a primary method used to determine whether or not a strong basis in evidence exists to develop, adopt and support a remedial program (i.e., to prove a compelling governmental interest), or in the case of a recipient complying with the Federal DBE Program, to prove narrow tailoring of program implementation at the state recipient level.⁶⁶ “Where gross statistical disparities can be shown, they alone in a proper case may constitute prima facie proof of a pattern or practice of discrimination.”⁶⁷

One form of statistical evidence is the comparison of a government’s utilization of MBE/WBEs compared to the relative availability of qualified, willing and able MBE/WBEs.⁶⁸ The federal courts have held that a significant statistical disparity between the utilization and availability of minority- and women-owned firms may raise an inference of discriminatory exclusion.⁶⁹ However, a small statistical disparity, standing alone, may be insufficient to establish discrimination.⁷⁰

Other considerations regarding statistical evidence include:

- **Availability analysis.** A disparity index requires an availability analysis. MBE/WBE and DBE availability measures the relative number of MBE/WBEs and DBEs among all firms ready, willing and able to perform a certain type of work within a particular geographic market area.⁷¹ There is authority that measures of availability may be approached with different levels of specificity and the practicality of various approaches must be considered,⁷² “An analysis is not devoid of probative value simply because it may theoretically be possible to adopt a more refined approach.”⁷³

⁶⁶ See, e.g., *Crosron*, 488 U.S. at 509; *Midwest Fence*, 840 F.3d 932, 948-954 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1195-1196; *N. Contracting*, 473 F.3d at 718-19, 723-24; *Western States Paving*, 407 F.3d at 991; *Sherbrooke Turf*, 345 F.3d at 973-974; *Adarand VII*, 228 F.3d at 1166; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999); see also, *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016); *Geyer Signal, Inc.*, 2014 WL 1309092.

⁶⁷ *Crosron*, 488 U.S. at 501, quoting *Hazelwood School Dist. v. United States*, 433 U.S. 299, 307-08 (1977); See *Midwest Fence*, 840 F.3d 932, 953; *AGC, SDC v. Caltrans*, 713 F.3d at 1196-1197; *N. Contracting*, 473 F.3d at 718-19, 723-24; *Western States Paving*, 407 F.3d at 991; *Sherbrooke Turf*, 345 F.3d at 973-974; *Adarand VII*, 228 F.3d at 1166; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999).

⁶⁸ *Crosron*, 488 U.S. at 509; see *Midwest Fence*, 840 F.3d 932, 948-953 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1191-1197; *H.B. Rowe v. NCDOT*, 615 F.3d 233, 241-244 (4th Cir. 2010); *Rothe*, 545 F.3d at 1041-1042; *Concrete Works of Colo., Inc. v. City and County of Denver (“Concrete Works IP”)*, 321 F.3d 950, 959 (10th Cir. 2003); *Drabik II*, 214 F.3d 730, 734-736; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999); see also, *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁶⁹ See, e.g., *Crosron*, 488 U.S. at 509; *Midwest Fence*, 840 F.3d 932, 949-952; *AGC, SDC v. Caltrans*, 713 F.3d at 1191-1197; *H.B. Rowe v. NCDOT*, 615 F.3d 233, 241-244 (4th Cir. 2010); *Rothe*, 545 F.3d at 1041; *Concrete Works II*, 321 F.3d at 970; see also, *Western States Paving*, 407 F.3d at 1001; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999); see also, *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁷⁰ *Western States Paving*, 407 F.3d at 1001.

⁷¹ See, e.g., *Crosron*, 488 U.S. at 509; 49 CFR § 26.35; *AGC, SDC v. Caltrans*, 713 F.3d at 1191-1197; *Rothe*, 545 F.3d at 1041-1042; *N. Contracting*, 473 F.3d at 718, 722-23; *Western States Paving*, 407 F.3d at 995; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999); see also, *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁷² *Contractors Ass’n of Eastern Pennsylvania, Inc. v. City of Philadelphia (“CAEP II”)*, 91 F.3d 586, 603 (3^d Cir. 1996); see, e.g., *AGC, SDC v. Caltrans*, 713 F.3d at 1197, quoting *Crosron*, 488 U.S. at 706 (“degree of specificity required in the findings of discrimination ... may vary.”); *H.B. Rowe v. NCDOT*, 615 F.3d 233, 241-244 (4th Cir. 2010); *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206, 217-218 (5th Cir. 1999); see also, *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁷³ *Id.*

- **Utilization analysis.** Courts have accepted measuring utilization based on the proportion of an agency’s contract dollars going to MBE/WBEs and DBEs.⁷⁴
- **Disparity index.** An important component of statistical evidence is the “disparity index.”⁷⁵ A disparity index is defined as the ratio of the percent utilization to the percent availability times 100. A disparity index below 80 has been accepted as evidence of adverse impact. This has been referred to as “The Rule of Thumb” or “The 80 percent Rule.”⁷⁶
- **Two standard deviation test.** The standard deviation figure describes the probability that the measured disparity is the result of mere chance. Some courts have held that a statistical disparity corresponding to a standard deviation of less than two is not considered statistically significant.⁷⁷

The Fifth Circuit Court of Appeals in *W. H. Scott Constr. Co. v. City of Jackson, Mississippi*, in discussing the *Croson* decision stated the U.S. Supreme Court made clear that combating racial discrimination is a compelling government interest.⁷⁸ The Fifth Circuit said that the Supreme Court noted a governmental entity can enact a race-conscious program to remedy past or present discrimination only where it has actively discriminated in its award of contracts or has been a “passive participant” in a system of racial exclusion practiced by elements of the local construction industry.⁷⁹ The court in *W. H. Scott* held, therefore, the governmental entity must “identify] that discrimination with the particularity required by the Fourteenth Amendment,”⁸⁰ so that there is “a strong basis in evidence for its conclusion that remedial action was necessary.”⁸¹

⁷⁴ See *Midwest Fence*, 840 F.3d 932, 949-953 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1191-1197; *H.B. Rowe v. NCDOT*, 615 F.3d 233, 241-244 (4th Cir. 2010); *Eng’g Contractors Ass’n*, 122 F.3d at 912; *N. Contracting*, 473 F.3d at 717-720; *Sherbrooke Turf*, 345 F.3d at 973.

⁷⁵ See, e.g., *Midwest Fence*, 840 F.3d 932, 949-953 (7th Cir. 2016); *H.B. Rowe v. NCDOT*, 615 F.3d 233, 241-244 (4th Cir. 2010); *Eng’g Contractors Ass’n*, 122 F.3d at 914; *W.H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir. 1999); *Contractors Ass’n of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 6 F.3d 990 at 1005 (3rd Cir. 1993).

⁷⁶ See, e.g., *Ricci v. DeStefano*, 557 U.S. 557, 129 S.Ct. 2658, 2678 (2009); *Midwest Fence*, 840 F.3d 932, 950 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1191; *H.B. Rowe Co.*, 615 F.3d 233, 243-245; *Rothe*, 545 F.3d at 1041; *Eng’g Contractors Ass’n*, 122 F.3d at 914, 923; *Concrete Works I*, 36 F.3d at 1524.

⁷⁷ See, e.g., *H.B. Rowe Co. v. NCDOT*, 615 F.3d 233, 243-245; *Eng’g Contractors Ass’n*, 122 F.3d at 914, 917, 923. The Eleventh Circuit found that a disparity greater than two or three standard deviations has been held to be statistically significant and may create a presumption of discriminatory conduct; *Peightal v. Metropolitan Eng’g Contractors Ass’n*, 26 F.3d 1545, 1556 (11th Cir. 1994). The Seventh Circuit Court of Appeals in *Kadas v. MCI Systemhouse Corp.*, 255 F.3d 359 (7th Cir. 2001), raised questions as to the use of the standard deviation test alone as a controlling factor in determining the admissibility of statistical evidence to show discrimination. Rather, the Court concluded it is for the judge to say, on the basis of the statistical evidence, whether a particular significance level, in the context of a particular study in a particular case, is too low to make the study worth the consideration of judge or jury. 255 F.3d at 363.

⁷⁸ 199 F.3d 206, 218, citing *Croson*, 448 U.S. at 492.

⁷⁹ *Id.*

⁸⁰ *Id.*

⁸¹ *Id.*, citing *Croson*, 448 U.S. at 500 (quoting *Wygant v. Jackson B. of Educ.*, 476 U.S. 267, 277, (1986)).

The Fifth Circuit pointed out that the Supreme Court stressed a governmental entity must establish a factual predicate, tying its set-aside percentage to identified injuries in the particular local industry.⁸² The court in *W. H. Scott* found the Supreme Court provided some guidance in determining what types of evidence would justify the enactment of a remedial scheme. The Fifth Circuit quoted the Supreme Court as follows:

[i]f the City of Richmond had evidence before it that nonminority contractors were systematically excluding minority businesses from subcontracting opportunities it could take action to end the discriminatory exclusion. *Where there is a significant statistical disparity* between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise.

... Moreover, evidence of a pattern of individual discriminatory acts can, *if supported by appropriate statistical proof*, lend support to a local government's determination that broader remedial relief is justified.⁸³

The Fifth Circuit concluded that given *Croson's* emphasis on statistical evidence, other courts considering equal protection challenges to minority-participation programs have looked to disparity indices, or to computations of disparity percentages, in determining whether *Croson's* evidentiary burden is satisfied.⁸⁴

The Fifth Circuit stated that disparity studies are probative evidence of discrimination because they ensure that the "relevant statistical pool," of qualified minority contractors is being considered.⁸⁵

Anecdotal evidence. Anecdotal evidence includes personal accounts of incidents, including of discrimination, told from the witness' perspective. Anecdotal evidence of discrimination, standing alone, generally is insufficient to show a systematic pattern of discrimination.⁸⁶ But personal accounts of actual discrimination may complement empirical evidence and play an important role in bolstering statistical evidence.⁸⁷ It has been held that anecdotal evidence of a local or state government's institutional practices that exacerbate discriminatory market conditions are often particularly probative.⁸⁸

⁸² 199 F.3d 206, 218, *citing Croson*, 448 U.S. at 499 (noting that the "defects are readily apparent in this case. The 30 percent quota cannot in any realistic sense be tied to any injury suffered by anyone.").

⁸³ *Id.*, *citing Croson*, 448 U.S. at 509 (emphasis in original).

⁸⁴ 199 F.3d 206, 218, *citing Croson*, 448 U.S. at 499.

⁸⁵ 199 F.3d 206, 218.

⁸⁶ *See, e.g., AGC, SDC v. Caltrans*, 713 F.3d at 1192, 1196-1198; *Eng'g Contractors Ass'n*, 122 F.3d at 924-25; *Coral Constr. Co. v. King County*, 941 F.2d 910, 919 (9th Cir. 1991); *O'Donnell Constr. Co. v. District of Columbia*, 963 F.2d 420, 427 (D.C. Cir. 1992).

⁸⁷ *See, e.g., Midwest Fence*, 840 F.3d 932, 953 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1192, 1196-1198; *H. B. Rowe*, 615 F.3d 233, 248-249; *Eng'g Contractors Ass'n*, 122 F.3d at 925-26; *Concrete Works*, 36 F.3d at 1520; *Contractors Ass'n*, 6 F.3d at 1003; *Coral Constr. Co. v. King County*, 941 F.2d 910, 919 (9th Cir. 1991); *see also, Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

⁸⁸ *Concrete Works I*, 36 F.3d at 1520.

Examples of anecdotal evidence may include:

- Testimony of MBE/WBE or DBE owners regarding whether they face difficulties or barriers;
- Descriptions of instances in which MBE/WBE or DBE owners believe they were treated unfairly or were discriminated against based on their race, ethnicity, or gender or believe they were treated fairly without regard to race, ethnicity, or gender;
- Statements regarding whether firms solicit, or fail to solicit, bids or price quotes from MBE/WBEs or DBEs on non-goal projects; and
- Statements regarding whether there are instances of discrimination in bidding on specific contracts and in the financing and insurance markets.⁸⁹

Courts have accepted and recognize that anecdotal evidence is the witness' narrative of incidents told from his or her perspective, including the witness' thoughts, feelings, and perceptions, and thus anecdotal evidence need not be verified.⁹⁰

b. The Narrow Tailoring Requirement.

The second prong of the strict scrutiny analysis requires that a race- or ethnicity-based program or legislation implemented to remedy past identified discrimination in the relevant market be “narrowly tailored” to reach that objective.

The narrow tailoring requirement has several components and the courts analyze several criteria or factors in determining whether a program or legislation satisfies this requirement including:

- The necessity for the relief and the efficacy of alternative race-, ethnicity-, and gender-neutral remedies;
- The flexibility and duration of the relief, including the availability of waiver provisions;
- The relationship of numerical goals to the relevant labor market; and
- The impact of a race-, ethnicity-, or gender-conscious remedy on the rights of third parties.⁹¹

⁸⁹ See, e.g., *AGC, SDC v. Caltrans*, 713 F.3d at 1197; *H. B. Rowe*, 615 F.3d 233, 248-249; *Northern Contracting*, 2005 WL 2230195, at 13-15 (N.D. Ill. 2005), *affirmed*, 473 F.3d 715 (7th Cir. 2007); e.g., *Concrete Works*, 321 F.3d at 989; *Adarand VII*, 228 F.3d at 1166-76. For additional examples of anecdotal evidence, see *Eng'g Contractors Ass'n*, 122 F.3d at 924; *Concrete Works*, 36 F.3d at 1520; *Cone Corp. v. Hillsborough County*, 908 F.2d 908, 915 (11th Cir. 1990); *DynaLantic*, 885 F.Supp.2d 237; *Florida A.G.C. Council, Inc. v. State of Florida*, 303 F. Supp.2d 1307, 1325 (N.D. Fla. 2004).

⁹⁰ See, e.g., *AGC, SDC v. Caltrans*, 713 F.3d at 1197; *H. B. Rowe*, 615 F.3d 233, 248-249; *Concrete Works II*, 321 F.3d at 989; *Eng'g Contractors Ass'n*, 122 F.3d at 924-26; *Cone Corp.*, 908 F.2d at 915; *Northern Contracting, Inc. v. Illinois*, 2005 WL 2230195 at *21, N. 32 (N.D. Ill. Sept. 8, 2005), *aff'd* 473 F.3d 715 (7th Cir. 2007).

⁹¹ See, e.g., *Midwest Fence*, 840 F.3d 932, 942, 953-954 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1198-1199; *Rothe*, 545 F.3d at 1036; *Western States Paving*, 407 F.3d at 993-995; *Sherbrooke Turf*, 345 F.3d at 971; *Adarand VII*, 228 F.3d at 1181; *Eng'g*

To satisfy the narrowly tailored prong of the strict scrutiny analysis in the context of the Federal DBE Program, which is instructive to the study, the federal courts that have evaluated state and local DBE Programs and their implementation of the Federal DBE Program, held the following factors are pertinent:

- Evidence of discrimination or its effects in the state transportation contracting industry;
- Flexibility and duration of a race- or ethnicity-conscious remedy;
- Relationship of any numerical DBE goals to the relevant market;
- Effectiveness of alternative race- and ethnicity-neutral remedies;
- Impact of a race- or ethnicity-conscious remedy on third parties; and
- Application of any race- or ethnicity-conscious program to only those minority groups who have actually suffered discrimination.⁹²

The Eleventh Circuit described the “the essence of the ‘narrowly tailored’ inquiry [as] the notion that explicitly racial preferences ... must only be a ‘last resort’ option.”⁹³ Courts have found that “[w]hile narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, it does require serious, good faith consideration of whether such alternatives could serve the governmental interest at stake.”⁹⁴

Similarly, the Sixth Circuit Court of Appeals in *Associated Gen. Contractors v. Drabik* (“*Drabik II*”), stated: “*Adarand* teaches that a court called upon to address the question of narrow tailoring must ask, “for example, whether there was ‘any consideration of the use of race-neutral means to increase minority business participation’ in government contracting ... or whether the program was appropriately limited such that it ‘will not last longer than the discriminatory effects it is designed to eliminate.’”⁹⁵

The Supreme Court in *Parents Involved in Community Schools v. Seattle School District*⁹⁶ also found that race- and ethnicity-based measures should be employed as a last resort. The majority opinion stated: “Narrow tailoring requires ‘serious, good faith consideration of workable race-neutral alternatives,’ and yet in Seattle several alternative assignment plans—many of which would not have used express

Contractors Ass’n, 122 F.3d at 927 (internal quotations and citations omitted); *see, also*, *Geyer Signal, Inc.*, 2014 WL 1309092; *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206 (5th Cir. 1999).

⁹² *See, e.g.*, *Midwest Fence*, 840 F.3d 932, 942, 953-954 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1198-1199; *Western States Paving*, 407 F.3d at 998; *Sherbrooke Turf*, 345 F.3d at 971; *Adarand VII*, 228 F.3d at 1181; *see, also*, *Geyer Signal, Inc.*, 2014 WL 1309092; *see generally*, *H.B. Rome Co. v. NCDOT*, 615 F.3d 233, 243-245, 252-254; *Kornbass Construction, Inc. v. State of Oklahoma, Department of Central Services*, 140 F.Supp.2d at 1247-1248.

⁹³ *Eng’g Contractors Ass’n*, 122 F.3d at 926 (internal citations omitted); *see also* *Virdi v. DeKalb County School District*, 135 Fed. Appx. 262, 264, 2005 WL 138942 (11th Cir. 2005) (unpublished opinion); *Webster v. Fulton County*, 51 F. Supp.2d 1354, 1380 (N.D. Ga. 1999), *aff’d per curiam* 218 F.3d 1267 (11th Cir. 2000).

⁹⁴ *See* *Grutter v. Bollinger*, 539 U.S. 306, 339 (2003); *Richmond v. J.A. Croson Co.*, 488 U.S. 469, 509-10 (1989); *Western States Paving*, 407 F.3d at 993; *Sherbrooke Turf*, 345 F.3d at 972; *see also* *Adarand I*, 515 U.S. at 237-38.

⁹⁵ *Associated Gen. Contractors of Ohio, Inc. v. Drabik* (“*Drabik II*”), 214 F.3d 730, 738 (6th Cir. 2000).

⁹⁶ 551 U.S. 701, 734-37, 127 S.Ct. 2738, 2760-61 (2007).

racial classifications — were rejected with little or no consideration.”⁹⁷ The Court found that the District failed to show it seriously considered race-neutral measures.

The “narrowly tailored” analysis is instructive in terms of developing any potential legislation or programs that involve DBEs and implementing the Federal DBE Program, or in connection with determining appropriate remedial measures to achieve legislative objectives.

Race-, ethnicity-, and gender-neutral measures. To the extent a “strong basis in evidence” exists concerning discrimination in a local or state government’s relevant contracting and procurement market, the courts analyze several criteria or factors to determine whether a state’s implementation of a race- or ethnicity-conscious program is necessary and thus narrowly tailored to achieve remedying identified discrimination. One of the key factors discussed above is consideration of race-, ethnicity- and gender-neutral measures.

The courts require that a local or state government seriously consider race-, ethnicity- and gender-neutral efforts to remedy identified discrimination.⁹⁸ And the courts have held unconstitutional those race- and ethnicity-conscious programs implemented without consideration of race- and ethnicity-neutral alternatives to increase minority business participation in state and local contracting.⁹⁹

The Court in *Croson* followed by decisions from federal courts of appeal found that local and state governments have at their disposal a “whole array of race-neutral devices to increase the accessibility of city contracting opportunities to small entrepreneurs of all races.”¹⁰⁰

Examples of race-, ethnicity-, and gender-neutral alternatives include, but are not limited to, the following:

- Providing assistance in overcoming bonding and financing obstacles;
- Relaxation of bonding requirements;
- Providing technical, managerial and financial assistance;
- Establishing programs to assist start-up firms;
- Simplification of bidding procedures;
- Training and financial aid for all disadvantaged entrepreneurs;
- Non-discrimination provisions in contracts and in state law;

⁹⁷ 551 U.S. 701, 734-37, 127 S.Ct. at 2760-61; *see also* *Fisher v. University of Texas*, 133 S.Ct. 2411 (2013); *Grutter v. Bollinger*, 539 U.S. 305 (2003).

⁹⁸ *See, e.g., Midwest Fence*, 840 F.3d 932, 937-938, 953-954 (7th Cir. 2016); *AGC, SDC v. Caltrans*, 713 F.3d at 1199; *Western States Paving*, 407 F.3d at 993; *Sherbrooke Turf*, 345 F.3d at 972; *Adarand VII*, 228 F.3d at 1179; *Eng’g Contractors Ass’n*, 122 F.3d at 927; *Coral Constr.*, 941 F.2d at 923.

⁹⁹ *See Croson*, 488 U.S. at 507; *Drabik I*, 214 F.3d at 738 (citations and internal quotations omitted); *see also Eng’g Contractors Ass’n*, 122 F.3d at 927; *Virdi*, 135 Fed. Appx. At 268.

¹⁰⁰ *Croson*, 488 U.S. at 509-510.

- Mentor-protégé programs and mentoring;
- Efforts to address prompt payments to smaller businesses;
- Small contract solicitations to make contracts more accessible to smaller businesses;
- Expansion of advertisement of business opportunities;
- Outreach programs and efforts;
- “How to do business” seminars;
- Sponsoring networking sessions throughout the state acquaint small firms with large firms;
- Creation and distribution of MBE/WBE and DBE directories; and
- Streamlining and improving the accessibility of contracts to increase small business participation.¹⁰¹

The courts have held that while the narrow tailoring analysis does not require a governmental entity to exhaust every possible race-, ethnicity-, and gender-neutral alternative, it does “require serious, good faith consideration of workable race-neutral alternatives.”¹⁰²

Additional factors considered under narrow tailoring.

In addition to the required consideration of the necessity for the relief and the efficacy of alternative remedies (race- and ethnicity-neutral efforts), the courts require evaluation of additional factors as listed above.¹⁰³ For example, to be considered narrowly tailored, courts have held that a MBE/WBE- or DBE-type program should include: (1) built-in flexibility;¹⁰⁴ (2) good faith efforts provisions;¹⁰⁵ (3) waiver provisions;¹⁰⁶ (4) a rational basis for goals;¹⁰⁷ (5) graduation provisions;¹⁰⁸ (6) remedies only for

¹⁰¹ See e.g., *Crosan*, 488 U.S. at 509-510; *H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *N. Contracting*, 473 F.3d at 724; *Adarand VII*, 228 F.3d 1179; *Eng’g Contractors Ass’n*, 122 F.3d at 927-29; 49 CFR § 26.51(b).

¹⁰² *Parents Involved in Community Schools v. Seattle School District*, 551 U.S. 701, 732-47, 127 S.Ct 2738, 2760-61 (2007); *AGC, SDC v. Caltrans*, 713 F.3d at 1199, citing *Grutter v. Bollinger*, 539 U.S. 306, 339 (2003); *H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 993; *Sherbrooke Turf*, 345 F.3d at 972; *Eng’g Contractors Ass’n*, 122 F.3d at 927.

¹⁰³ See, e.g., *Midwest Fence*, 840 F.3d 932, 937-939, 947-954 (7th Cir. 2016); *H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *Sherbrooke Turf*, 345 F.3d at 971-972; *Eng’g Contractors Ass’n*, 122 F.3d at 927.

¹⁰⁴ See, e.g., *Midwest Fence*, 840 F.3d 932, 937-939, 947-954 (7th Cir. 2016); *H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *Sherbrooke Turf*, 345 F.3d at 971-972; *CAEPI I*, 6 F.3d at 1009; *Associated Gen. Contractors of Ca., Inc. v. Coalition for Economic Equality* (“AGC of Ca.”), 950 F.2d 1401, 1417 (9th Cir. 1991); *Coral Constr. Co. v. King County*, 941 F.2d 910, 923 (9th Cir. 1991); *Cone Corp. v. Hillsborough County*, 908 F.2d 908, 917 (11th Cir. 1990).

¹⁰⁵ See, e.g., *Midwest Fence*, 840 F.3d 932, 937-939, 947-954 (7th Cir. 2016); *H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *Sherbrooke Turf*, 345 F.3d at 971-972; *CAEPI I*, 6 F.3d at 1019; *Cone Corp.*, 908 F.2d at 917.

¹⁰⁶ See, e.g., *Midwest Fence*, 840 F.3d 932, 937-939, 947-954 (7th Cir. 2016); *H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *CAEPI I*, 6 F.3d at 1009; *AGC of Ca.*, 950 F.2d at 1417; *Cone Corp.*, 908 F.2d at 917.

¹⁰⁷ *Id.*; *Sherbrooke Turf*, 345 F.3d at 971-973.

¹⁰⁸ *Id.*

groups for which there were findings of discrimination;¹⁰⁹ (7) sunset provisions;¹¹⁰ and (8) limitation in its geographical scope to the boundaries of the enacting jurisdiction.¹¹¹

2. Intermediate scrutiny analysis

Certain Federal Courts of Appeal, including the Fifth Circuit Court of Appeals, apply intermediate scrutiny to gender-conscious programs.¹¹² The Fifth Circuit has applied “intermediate scrutiny” to classifications based on gender.¹¹³ Restrictions subject to intermediate scrutiny are permissible so long as they are narrowly tailored to serve a significant governmental interest.¹¹⁴

The courts have interpreted this intermediate scrutiny standard to require that gender-based classifications be:

1. Supported by both “sufficient probative” evidence or “exceedingly persuasive justification” in support of the stated rationale for the program; and
2. Substantially related to the achievement of that underlying objective.¹¹⁵

Under the traditional intermediate scrutiny standard, the court reviews a gender-conscious program by analyzing whether the state actor has established a sufficient factual predicate for the claim that female-owned businesses have suffered discrimination, and whether the gender-conscious remedy is an appropriate response to such discrimination. This standard requires the state actor to present “sufficient probative” evidence in support of its stated rationale for the program.¹¹⁶

Intermediate scrutiny, as interpreted by federal circuit courts of appeal, requires a direct, substantial relationship between the objective of the gender preference and the means chosen to accomplish the objective.¹¹⁷ The measure of evidence required to satisfy intermediate scrutiny is less than that

¹⁰⁹ *AGC, SDC v. Caltrans*, 713 F.3d at 1198-1199; *See, e.g., H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 998; *Sherbrooke Turf*, 2001 WL 150284 (unpublished opinion), *aff'd* 345 F.3d 964 (8th Cir. 2003); *AGC of Ca.*, 950 F.2d at 1417.

¹¹⁰ *Sherbrooke Turf*, 345 F.3d at 971-972; *See, e.g., H. B. Rowe*, 615 F.3d 233, 252-255 (4th Cir. 2010); *Peightal*, 26 F.3d at 1559.

¹¹¹ *Coral Constr.*, 941 F.2d at 925.

¹¹² *See generally, AGC, SDC v. Caltrans*, 713 F.3d at 1195; *H. B. Rowe*, 615 F.3d 233, 242 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 990 n. 6; *Coral Constr. Co.*, 941 F.2d at 931-932 (9th Cir. 1991); *Equal Found. v. City of Cincinnati*, 128 F.3d 289 (6th Cir. 1997); *Eng'g Contractors Ass'n*, 122 F.3d at 905, 908, 910; *Ensley Branch N.A.A.C.P. v. Seibels*, 31 F.3d 1548 (11th Cir. 1994); *see also U.S. v. Virginia*, 518 U.S. 515, 532 and n. 6 (1996) (“exceedingly persuasive justification.”); *Geyer Signal, Inc.*, 2014 WL 1309092.

¹¹³ *Cunningham v. Beavers*, 858 F.2d 269, 273 (5th Cir. 1988), *cert. denied*, 489 U.S. 1067 (1989) (*citing Craig v. Boren*, 429 U.S. 190 (1976), and *Lalli v. Lalli*, 439 U.S. 259 (1978)).

¹¹⁴ *Serv. Emp. Int'l Union, Local 5 v. City of Hous.*, 595 F.3d 588, 596 (5th Cir. 2010); *see, e.g., State v. Granger*, 982 So. 2d 779, 787-788 (La. 2008).

¹¹⁵ *Id.*; *See generally, AGC, SDC v. Caltrans*, 713 F.3d at 1195; *H. B. Rowe, Inc. v. NCDOT*, 615 F.3d 233, 242 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 990 n. 6; *Coral Constr. Co.*, 941 F.2d at 931-932 (9th Cir. 1991); *Equal Found. v. City of Cincinnati*, 128 F.3d 289 (6th Cir. 1997); *Eng'g Contractors Ass'n*, 122 F.3d at 905, 908, 910; *Ensley Branch N.A.A.C.P. v. Seibels*, 31 F.3d 1548 (11th Cir. 1994); *see also, U.S. v. Virginia*, 518 U.S. 515, 532 and n. 6 (1996) (“exceedingly persuasive justification.”).

¹¹⁶ *Id.* The Seventh Circuit Court of Appeals, however, in *Builders Ass'n of Greater Chicago v. County of Cook, Chicago*, did not hold there is a different level of scrutiny for gender discrimination or gender based programs. 256 F.3d 642, 644-45 (7th Cir. 2001). The Court in *Builders Ass'n* rejected the distinction applied by the Eleventh Circuit in *Engineering Contractors*.

¹¹⁷ *See generally, AGC, SDC v. Caltrans*, 713 F.3d at 1195; *H. B. Rowe, Inc. v. NCDOT*, 615 F.3d 233, 242 (4th Cir. 2010); *Western States Paving*, 407 F.3d at 990 n. 6; *Coral Constr. Co.*, 941 F.2d at 931-932 (9th Cir. 1991); *Equal Found. v. City of*

necessary to satisfy strict scrutiny. Unlike strict scrutiny, it has been held that the intermediate scrutiny standard does not require a showing of government involvement, active or passive, in the discrimination it seeks to remedy.¹¹⁸

The Eleventh Circuit has held that “[w]hen a gender-conscious affirmative action program rests on sufficient evidentiary foundation, the government is not required to implement the program only as a last resort Additionally, under intermediate scrutiny, a gender-conscious program need not closely tie its numerical goals to the proportion of qualified women in the market.”¹¹⁹

3. Rational basis analysis

Where a challenge to the constitutionality of a statute or a regulation does not involve a fundamental right or a suspect class, the appropriate level of scrutiny to apply is the rational basis standard.¹²⁰ When applying rational basis review under the Equal Protection Clause of the Fourteenth Amendment of the United States Constitution, a court is required to inquire “whether the challenged classification has a legitimate purpose and whether it was reasonable [for the legislature] to believe that use of the challenged classification would promote that purpose.”¹²¹

The Fifth Circuit Court of Appeals has found that under a rational-basis review, the court presumes state legislation to be constitutionally valid.¹²² A classification imposed by statute or law, according to the Fifth Circuit, must merely be reasonable in the light of its purpose and must bear a rational relationship to the objectives of the legislation so that all similarly situated people will be treated similarly.¹²³ If evaluation of challenged legislation reveals any conceivable state purpose that can be considered as served by the legislation, then it must be upheld.¹²⁴

Under a rational basis review standard, a legislative classification will be upheld “if there is a rational relationship between the disparity of treatment and some legitimate governmental purpose.”¹²⁵ Because all legislation classifies its objects, differential treatment is justified by “any reasonably conceivable state of facts.”¹²⁶ The Fifth Circuit holds that legislation need not pursue its permissible

Cincinnati, 128 F.3d 289 (6th Cir. 1997); *Eng’g Contractors Ass’n*, 122 F.3d at 905, 908, 910; *Ensley Branch N.A.A.C.P. v. Seibels*, 31 F.3d 1548 (11th Cir. 1994); see, also, *U.S. v. Virginia*, 518 U.S. 515, 532 and n. 6 (1996) (“exceedingly persuasive justification.”).

¹¹⁸ *Coral Constr. Co.*, 941 F.2d at 931-932; See *Eng’g Contractors Ass’n*, 122 F.3d at 910.

¹¹⁹ 122 F.3d at 929 (internal citations omitted).

¹²⁰ See, e.g., *Heller v. Doe*, 509 U.S. 312, 320 (1993); *Cunningham v. Beavers* 858 F.2d 269, 273 (5th Cir. 1988); see also *Lundeen v. Canadian Pac. R. Co.*, 532 F.3d 682, 689 (8th Cir. 2008) (stating that federal courts review legislation regulating economic and business affairs under a ‘highly deferential rational basis’ standard of review.”); *State v. Granger*, 982 So. 2d 779, 787-788 (La. 2008); *La. Associated Gen. Contractors, Inc. v. State of Louisiana, et.al*, 669 So. 2d 1185 (La. 1996).

¹²¹ See, e.g., *Heller v. Doe*, 509 U.S. 312, 320 (1993); *Cunningham v. Beavers* 858 F.2d 269, 273 (5th Cir. 1988); see also, *La. Associated Gen. Contractors, Inc. v. State of Louisiana, et.al*, 669 So. 2d 1185 (La. 1996).

¹²² *Cunningham v. Beavers*, 858 F.2d 269, 273 (5th Cir. 1988); see *R. T. Faulk III v. Union Pacific R. Co.*, 2011 WL 77905 (W.D. La. 2011).

¹²³ *Id.*; see, *U.S. Railroad Retirement Board v. Fritz*, 449 U.S. 166, *reh’g denied*, 450 U.S. 960 (1981).

¹²⁴ *Id.*; see, *McGowan v. Maryland*, 366 U.S. (1961); *Lucas v. United States*, 807 F.2d 414, 422 (5th Cir.1986).

¹²⁵ *Heller v. Doe*, 509 U.S. 312, 320 (1993).

¹²⁶ *Id.*

goal by using the least restrictive means of classification; consequently, the Equal Protection Clause is not violated “merely because the classifications made...are imperfect.”¹²⁷

A recent federal court decision, which is instructive to the study, involved a challenge to and the application of a small business goal in a pre-bid process for a federal procurement. *Firstline Transportation Security, Inc. v. United States*, is instructive and analogous to some of the issues in a small business program. The case is informative as to the use, estimation and determination of goals (small business goals) in a procurement under the Federal Acquisition Regulations (“FAR”)¹²⁸.

Firstline involved a solicitation that established a small business subcontracting goal requirement. In *Firstline*, the Transportation Security Administration (“TSA”) issued a solicitation for security screening services at the Kansas City Airport. The solicitation stated that the: “Government anticipates an overall Small Business goal of 40 percent,” and that “[w]ithin that goal, the government anticipates further small business goals of: Small, Disadvantaged business[:] 14.5 percent; Woman Owned[:] 5 percent; HUBZone[:] 3 percent; Service Disabled, Veteran Owned[:] 3 percent.”¹²⁹

The court applied the rational basis test in construing the challenge to the establishment by the TSA of a 40 percent small business participation goal as unlawful and irrational.¹³⁰ The court stated it “cannot say that the agency’s approach is clearly unlawful, or that the approach lacks a rational basis.”¹³¹

The court found that “an agency may rationally establish aspirational small business subcontracting goals for prospective offerors....” Consequently, the court held one rational method by which the Government may attempt to maximize small business participation is to establish a rough subcontracting goal for a given contract, and then allow potential contractors to compete in designing innovative ways to structure and maximize small business subcontracting within their proposals.¹³² The court, in an exercise of judicial restraint, found the “40 percent goal is a rational expression of the Government’s policy of affording small business concerns...the maximum practicable opportunity to participate as subcontractors”¹³³

4. Louisiana Constitution equal protection provision: La. Const., Art I, Sec. 3. The Louisiana Constitution, according to the courts, provides a different equal protection standard than that of the United States Constitution.¹³⁴ Article I, Section 3 of the Louisiana Constitution provides:

No person shall be denied the equal protection of the laws. No law shall discriminate against a person because of race or religious ideas, beliefs, or affiliations. No law shall arbitrarily, capriciously, or unreasonably discriminate

¹²⁷ *Johnson v. Rodriguez*, 110 F.3d 299, 306 (5th Cir. 1997), cert. denied, 522 U.S. 995 (1997) (quotation omitted).

¹²⁸ 2012 WL 5939228 (Fed. Cl. 2012).

¹²⁹ *Id.*

¹³⁰ *Id.*

¹³¹ *Id.*

¹³² *Id.*

¹³³ *Id.*

¹³⁴ *La. Associated Gen. Contractors, Inc. v. State of Louisiana, et al.*, 669 So. 2d 1185 (La. 1996).

against a person because of birth, age, sex, culture, physical condition, or political ideas or affiliations. Slavery and involuntary servitude are prohibited, except in the latter case as punishment for crime.¹³⁵

The Louisiana Supreme Court has found that the United States Constitution is more limited than the Louisiana Constitution Equal Protection clause, in that it provides only the following with respect to equal protection under state laws: “No State shall ... deny to any person within its jurisdiction the equal protection of the laws.” U.S. Const., art. 14. The Louisiana Supreme Court has concluded that States are permitted under the U.S. Constitution to afford their citizens greater equal protection rights than those afforded under the U.S. Constitution.¹³⁶ “Both the express language adopted in Art. I, Sec. 3 as well as the proceedings of the 1973 Constitutional Convention support [the] holding that Art. I, Sec. 3 was intended to give the citizens of this state greater equal protection rights than are provided under the Fourteenth Amendment.”¹³⁷

The Louisiana Supreme Court distinguished equal protection analysis under the federal law and Louisiana state law. Under federal equal protection strict scrutiny analysis, if a law distinguishes between individuals on the basis race, it will be presumed unconstitutional, but may be upheld if the law is shown to be necessarily related to a compelling state interest.¹³⁸ “On the other hand, Art. I, Sec. 3 provides that “[n]o law shall discriminate against a person because of race.”¹³⁹ The Louisiana Supreme Court held that pursuant to the Louisiana Constitutional provision by its very terms, “it is irrelevant whether there is arguably a compelling state interest that justifies the racially discriminatory law, and once it is determined that a law discriminates against persons on the basis of race, there is no further inquiry.”¹⁴⁰

Therefore, according to the Louisiana Supreme Court, when a law discriminates against a person by classifying him or her on the basis of race, it shall be “forbidden completely,” regardless of the justification behind the racial discrimination.¹⁴¹

The court stated that for classifications based on race, there is no scrutiny under the Louisiana Constitution equal protection provision.¹⁴² According to the court, where a law of the state discriminates on the basis of race, it shall be forbidden completely, regardless of the race of the persons benefitted or burdened by the law.¹⁴³

This principle was re-affirmed by the Louisiana Supreme Court in *State v. Granger*.¹⁴⁴ In *Granger*, the Louisiana Supreme Court reviewed the history of the adoption of the state Constitution as compared to the text of the U.S. Constitution and noted that while the “federal standard of equal protection

¹³⁵ La. Const., Art. I, Sec. 3.

¹³⁶ See *La. Associated Gen. Contractors*, 669 So. 2d at 1196. (See summary in Section D.3 below).

¹³⁷ *Id.*

¹³⁸ *Id.* at 1197.

¹³⁹ *Id.* at 1197.

¹⁴⁰ *Id.* (See discussion in Section D.3 below).

¹⁴¹ *Id.* at 1198; see *Louisiana Associated General Contractors, Inc. v. New Orleans Aviation Board*, 764 So. 2d 31, 32 (La. 1999).

¹⁴² *Id.* at 1198.

¹⁴³ *Id.* at 1199.

¹⁴⁴ 982 So. 2d 779, 787-789 (La. 2008).

analysis provides a minimal level of protection, states can afford greater protection than it requires ... Louisiana has done just that.” *Id.* (internal citations omitted). The court concluded that based on the stricter levels of scrutiny in the Louisiana Constitution, Art. I, sec. 3, “laws creating the type of classification listed in the first situation [based on race or religious beliefs] always fail.”¹⁴⁵

Federal courts interpreting the Louisiana Constitution are in accord. The Fifth Circuit Court of Appeals addressed this interplay between federal and state constitutions and held that “[u]nder the United States Constitution, classifications based on race are permissible if they are narrowly tailored to serve a compelling government interest. However, under the Louisiana Constitution, classifications based on race shall be repudiated completely, regardless of the justification.”¹⁴⁶

The Fifth Circuit in *Dean v. City of Shreveport* concluded that “Article I, Section 3 of the Louisiana Constitution provides far greater protection against racial discrimination than does its federal counterpart.”¹⁴⁷ Under this framework, the Fifth Circuit held that “[h]ere, the City’s hiring process unquestionably classifies according to race. The City separates white and black firefighter applicants when deciding which applicants will proceed to phase two of the hiring process. The City’s actions violate Article I, Section 3 of the Louisiana Constitution.”¹⁴⁸

5. Pending cases (at the time of this report)

Pending cases on appeal at the time of this report, which may potentially impact and be instructive to the study, include:

- ***Mountain West Holding Co., Inc. v. The State of Montana, Montana DOT, et al.***, 2017 WL 2179120 (9th Cir. May 16, 2017), Memorandum opinion, (Not for Publication) United States Court of Appeals for the Ninth Circuit, May 16, 2017, Docket Nos. 14-26097 and 15-35003, *dismissing in part, reversing in part and remanding* the U.S. District Court decision found at 2014 WL 6686734 (D. Mont. Nov. 26, 2014) (See Section F below).
- ***Midwest Fence Corporation v. United States Department of Transportation and Federal Highway Administration, the Illinois Department of Transportation, the Illinois State Toll Highway Authority, et al.***, 840 F.3d 932, 2016 WL 6543514 (7th Cir. 2016). *Petition for a Writ of Certiorari filed with the U.S. Supreme Court*, 2017 WL 511931 (Feb. 2, 2017), *cert. denied*, 2017 WL 497345 (June 26, 2017). (See Section F below).
- ***Rothe Development Inc. v. United States Department of Defense, United States Small Business Administration, et al.***, 836 F.3d 57, 2016 WL 4719049 (D.C. Cir. Sept. 9, 2016), *affirming on other grounds, Rothe Development, Inc. v. United States Department of Defense, U.S. Small Business Administration*, 107 F. Supp. 3d 183, 2015 WL 3536271 (D. D.C., 2015). *Petition for Rehearing En Banc*, filed on October 19, 2016, in the U.S. Court of Appeals, District of Columbia Circuit, was denied on January 13, 2017. *Petition for a Writ of*

¹⁴⁵ *Id.*

¹⁴⁶ *Dean v. City of Shreveport*, 438 F.3d 448, 464 (5th Cir. 2006) (internal citations and quotations omitted).

¹⁴⁷ *Dean v. City of Shreveport*, 438 F.3d 448, 464 (5th Cir. 2006).

¹⁴⁸ *Id.* at 464-65; *see also Faulk v. Union Pac. R. Co.*, 2011 WL 777905, at *15 (W.D. La. Mar. 1, 2011) (“The Louisiana Constitution provides a different equal protection standard than the United States Constitution.”).

Certiorari filed with the U.S. Supreme Court, April 13, 2017, Docket No. 16-1239. The Petition was denied on October 16, 2017. 2017 WL 1375832. (See Section G below).

It is instructive to the study to point out the recent decision in *Rothe Development, Inc. v. U.S. Department of Defense and Small Business Administration*, 2016 WL 4719049 (D.C. Cir. Sept. 9, 2016), *affirming on other grounds, Rothe Development, Inc. v. United States Department of Defense, U.S. Small Business Administration, et al*, 107 F. Supp. 3d 183, 2015 WL 3536271 (D.D.C., 2015).

Rothe filed this action against the U.S. Department of Defense and the U.S. Small Business Administration challenging the constitutionality of the Section 8(a) Program on its face. The *Rothe* case is nearly identical to the challenge brought in *DynaLantic Corp. v. U.S. Department of Defense*, 885 F.Supp.2d 237 (D.D.C. 2012). *DynaLantic's* court rejected the plaintiff's facial attack and held the Section 8(a) Program facially constitutional.

Plaintiff Rothe relies on substantially the same record evidence and nearly identical legal arguments as in *DynaLantic*, and urged the court to strike down the race-conscious provisions of Section 8(a) on their face. The district court in *Rothe* agreed with the court's findings, holdings and reasoning in *DynaLantic*, and thus concluded that Section 8(a) is constitutional on its face.

The district court concluded that plaintiff's facial constitutional challenge to the Section 8(a) Program failed, that the government demonstrated a compelling interest for the racial classification, the need for remedial action is supported by strong and un rebutted evidence, and the Section 8(a) program is narrowly tailored.

Rothe appealed the decision to the United States Court of Appeals for the District of Columbia Circuit, which appeal has just been decided as of the writing of this report. The majority of the three judge panel affirmed the district court's decision, but on other grounds.¹⁴⁹

The Court of Appeals in *Rothe* found that the challenge was only to the Section 8(a) statute, not the implementing regulations, and thus held the Section 8(a) statute was race-neutral.¹⁵⁰ Therefore, the court held the rational basis test applied and not strict scrutiny.¹⁵¹ The court affirmed the grant of summary judgment to the government defendants applying the rational basis standard, and upheld the validity of Section 8(a) based on the limited challenge by Rothe to the statute and not the regulations.

The Court of Appeals held that Section 8(a) of the Small Business Act does not warrant strict scrutiny because it does not on its face classify individuals by race.¹⁵² Section 8(a), the Court said, unlike the implementing regulations, uses facially race-neutral terms of eligibility to identify individual victims of discrimination, prejudice, or bias, without presuming that members of certain racial, ethnic, or cultural groups qualify as such.¹⁵³ See Section G below.

¹⁴⁹ 836 F.3d 57, 2016 WL 4719049 (September 9, 2016).

¹⁵⁰ 836 F.3d 57, 2016 WL 4719049, at *1-2.

¹⁵¹ *Id.*

¹⁵² 836 F.3d 57, 2016 WL 4719049 at **1-2.

¹⁵³ *Id.*

Rothe filed a Petition for Rehearing and Rehearing En Banc to the full Court of Appeals. The court denied the Petition on January 13, 2017.

Rothe filed a Petition for a Writ Certiorari to the U.S. Supreme Court, which was denied on October 16, 2017.¹⁵⁴

This list of pending cases is not exhaustive, but are cases that will be followed during the study.

Ongoing review. The above represents a summary of the legal framework pertinent to the study and implementation of DBE/MBE/WBE, or race-, ethnicity-, or gender-neutral programs. Because this is a dynamic area of the law, the framework is subject to ongoing review as the law continues to evolve. The following provides more detailed summaries of key recent decisions.

Recent Decisions Involving State or Local Government MBE/WBE/DBE Programs in the Fifth Circuit Court of Appeals

1. *W.H. Scott Constr. Co. v. City of Jackson, Mississippi*, 199 F.3d 206 (5th Cir. 1999)

A non-minority general contractor brought this action against the City of Jackson and City officials asserting that a City policy and its minority business enterprise program for participation and construction contracts violated the Equal Protection Clause of the U.S. Constitution.

City of Jackson MBE Program. In 1985 the City of Jackson adopted a MBE Program, which initially had a goal of 5 percent of all city contracts. 199 F.3d at 208. *Id.* The 5 percent goal was not based on any objective data. *Id.* at 209. Instead, it was a “guess” that was adopted by the City. *Id.* The goal was later increased to 15 percent because it was found that 10 percent of businesses in Mississippi were minority-owned. *Id.*

After the MBE Program’s adoption, the City’s Department of Public Works included a Special Notice to bidders as part of its specifications for all City construction projects. *Id.* The Special Notice encouraged prime construction contractors to include in their bid 15 percent participation by subcontractors certified as Disadvantaged Business Enterprises (DBEs) and 5 percent participation by those certified as WBEs. *Id.*

The Special Notice defined a DBE as a small business concern that is owned and controlled by socially and economically disadvantaged individuals, which had the same meaning as under Section 8(d) of the Small Business Act and subcontracting regulations promulgated pursuant to that Act. *Id.* The court found that Section 8(d) of the SBA states that prime contractors are to presume that socially and economically disadvantaged individuals include certain racial and ethnic groups or any other individual found to be disadvantaged by the SBA. *Id.*

In 1991, the Mississippi legislature passed a bill that would allow cities to set-aside 20 percent of procurement for minority business. *Id.* at 209-210. The City of Jackson City Council voted to implement the set-aside, contingent on the City’s adoption of a disparity study. *Id.* at 210. The City conducted a disparity study in 1994 and concluded that the total underutilization of African

¹⁵⁴ 2017 WL 1375832.

American and Asian American-owned firms was statistically significant. *Id.* The study recommended that the City implement a range of MBE goals from 10-15 percent. *Id.* The City, however, was not satisfied with the study, according to the court, and chose not to adopt its conclusions. *Id.* Instead, the City retained its 15 percent MBE goal and did not adopt the disparity study. *Id.*

W.H. Scott did not meet DBE goal. In 1997 the City advertised for the construction of a project and the W.H. Scott Construction Company, Inc. (Scott) was the lowest bidder. *Id.* Scott obtained 11.5 percent WBE participation, but it reported that the bids from DBE subcontractors had not been low bids and, therefore, its DBE-participation percentage would be only 1 percent. *Id.*

Although Scott did not achieve the DBE goal and subsequently would not consider suggestions for increasing its minority participation, the Department of Public Works and the Mayor, as well as the City's Financial Legal Departments, approved Scott's bid and it was placed on the agenda to be approved by the City Council. *Id.* The City Council voted against the Scott bid without comment. Scott alleged that it was told the City rejected its bid because it did not achieve the DBE goal, but the City alleged that it was rejected because it exceeded the budget for the project. *Id.*

The City subsequently combined the project with another renovation project and awarded that combined project to a different construction company. *Id.* at 210-211. Scott maintained the rejection of his bid was racially motivated and filed this suit. *Id.* at 211.

District court decision. The district court granted Scott's motion for summary judgment agreeing with Scott that the relevant Policy included not just the Special Notice, but that it also included the MBE Program and Policy document regarding MBE participation. *Id.* at 211. The district court found that the MBE Policy was unconstitutional because it lacked requisite findings to justify the 15 percent minority-participation goal and survive strict scrutiny based on the 1989 decision in the *City of Richmond, v. J.A. Croson Co.* *Id.* The district court struck down minority-participation goals for the City's construction contracts only. *Id.* at 211. The district court found that Scott's bid was rejected because Scott lacked sufficient minority participation, not because it exceeded the City's budget. *Id.* In addition, the district court awarded Scott lost profits. *Id.*

Standing. The Fifth Circuit determined that in equal protection cases challenging affirmative action policies, "injury in fact" for purposes of establishing standing is defined as the inability to compete on an equal footing in the bidding process. *Id.* at 213. The court stated that Scott need not prove that it lost contracts because of the Policy, but only prove that the Special Notice forces it to compete on an unequal basis. *Id.* The question, therefore, the court said is whether the Special Notice imposes an obligation that is born unequally by DBE contractors and non-DBE contractors. *Id.* at 213.

The court found that if a non-DBE contractor is unable to procure 15 percent DBE participation, it must still satisfy the City that adequate good faith efforts have been made to meet the contract goal or risk termination of its contracts, and that such efforts include engaging in advertising, direct solicitation and follow-up, assistance in attaining bonding or insurance required by the contractor. *Id.* at 214. The court concluded that although the language does not expressly authorize a DBE contractor to satisfy DBE-participation goals by keeping the requisite percentage of work for itself, it would be nonsensical to interpret it as precluding a DBE contractor from doing so. *Id.* at 215.

If a DBE contractor performed 15 percent of the contract dollar amount, according to the court, it could satisfy the participation goal and avoid both a loss of profits to subcontractors and the time and expense of complying with the good faith requirements. *Id.* at 215. The court said that non-DBE contractors do not have this option, and thus, Scott and other non-DBE contractors are at a competitive disadvantage with DBE contractors. *Id.*

The court, therefore, found Scott had satisfied standing to bring the lawsuit.

Constitutional strict scrutiny analysis and guidance in determining types of evidence to justify a remedial MBE program. The court first rejected the City’s contention that the Special Notice should not be subject to strict scrutiny because it establishes goals rather than mandate quotas for DBE participation. *Id.* at 215-217. The court stated the distinction between goals or quotas is immaterial because these techniques induce an employer to hire with an eye toward meeting a numerical target, and as such, they will result in individuals being granted a preference because of their race. *Id.* at 215. The court also rejected the City’s argument that the DBE classification created a preference based on “disadvantage,” not race. *Id.* at 215-216. The court found that the Special Notice relied on Section 8(d) and Section 8(a) of the Small Business Act, which provide explicitly for a race-based presumption of social disadvantage, and thus requires strict scrutiny. *Id.* at 216-217.

The court discussed the *City of Richmond v. Croson* case as providing guidance in determining what types of evidence would justify the enactment of an MBE-type program. *Id.* at 217-218. The court noted the Supreme Court stressed that a governmental entity must establish a factual predicate, tying its set-aside percentage to identified injuries in the particular local industry. *Id.* at 217. The court pointed out given the Supreme Court in *Croson’s* emphasis on statistical evidence, other courts considering equal protection challenges to minority-participation programs have looked to disparity indices, or to computations of disparity percentages, in determining whether *Croson’s* evidentiary burden is satisfied. *Id.* at 218. The court found that disparity studies are probative evidence for discrimination because they ensure that the “relevant statistical pool,” of qualified minority contractors is being considered. *Id.* at 218.

The court in a footnote stated that it did not attempt to craft a precise mathematical formula to assess the quantum of evidence that rises to the *Croson* “strong basis in evidence” benchmark. *Id.* at 218, n.11. The sufficiency of a municipality’s findings of discrimination in a local industry must be evaluated on a case-by-case basis. *Id.*

The City argued that it was error for the district court to ignore its statistical evidence supporting the use of racial presumptions in its DBE-participation goals, and highlighted the disparity study it commissioned in response to *Croson*. *Id.* at 218. The court stated, however, that whatever probity the study’s findings might have had on the analysis is irrelevant to the case, because the City refused to adopt the study when it was issued in 1995. *Id.* In addition, the court said the study was restricted to the letting of prime contracts by the City under the City’s Program, and did not include an analysis of the availability and utilization of qualified minority subcontractors, the relevant statistical pool, in the City’s construction projects. *Id.* at 218.

The court noted that had the City adopted particularized findings of discrimination within its various agencies, and set participation goals for each accordingly, the outcome of the decision might have been different. *Id.* at 219. Absent such evidence in the City’s construction industry, however, the

court concluded the City lacked the factual predicates required under the Equal Protection Clause to support the City's 15 percent DBE-participation goal. *Id.* Thus, the court held the City failed to establish a compelling interest justifying the MBE program or the Special Notice, and because the City failed a strict scrutiny analysis on this ground, the court declined to address whether the program was narrowly tailored.

Lost profits and damages. Scott sought damages from the City under 42 U.S.C. § 1983, including lost profits. *Id.* at 219. The court, affirming the district court, concluded that in light of the entire record the City Council rejected Scott's low bid because Scott failed to meet the Special Notice's DBE-participation goal, not because Scott's bid exceeded the City's budget. *Id.* at 220. The court, therefore, affirmed the award of lost profits to Scott.

2. *Kossman Contracting Co., Inc. v. City of Houston*, 2016 WL 1104363 (S.D. Tex. 2016).

Plaintiff Kossman is a company engaged in the business of providing erosion control services and is majority owned by a white male. 2016 WL 1104363 at *1. Kossman brought this action as an equal protection challenge to the City of Houston's Minority and Women Owned Business Enterprise ("MWBE") program. *Id.* The MWBE program that is challenged has been in effect since 2013 and sets a 34 percent MWBE goal for construction projects. *Id.* Houston set this goal based on a disparity study issued in 2012. *Id.* The study analyzed the status of minority-owned and women-owned business enterprises in the geographic and product markets of Houston's construction contracts. *Id.*

Kossman alleges that the MWBE program is unconstitutional on the ground that it denies non-MWBEs equal protection of the law, and asserts that it has lost business as a result of the MWBE program because prime contractors are unwilling to subcontract work to a non-MWBE firm like Kossman. *Id.* at *1. Kossman filed a motion for summary judgment; Houston filed a motion to exclude the testimony of Kossman's expert; and Houston filed a motion for summary judgment. *Id.*

The district court referred these motions to the Magistrate Judge. The Magistrate Judge, on February 17, 2016, issued its Memorandum & Recommendation to the district court in which it found that Houston's motion to exclude Kossman's expert should be granted because the expert articulated no method and had no training in statistics or economics that would allow him to comment on the validity of the disparity study. *Id.* at *1 The Magistrate Judge also found that the MWBE program was constitutional under strict scrutiny, except with respect to the inclusion of Native American-owned businesses. *Id.* The Magistrate Judge found there was insufficient evidence to establish a need for remedial action for businesses owned by Native Americans, but found there was sufficient evidence to justify remedial action and inclusion of other racial and ethnic minorities and women-owned businesses. *Id.*

After the Magistrate Judge issued its Memorandum & Recommendation, Kossman filed objections, which the district court subsequently in its order adopting Memorandum & Recommendation, decided on March 22, 2016, affirmed and adopted the Memorandum & Recommendation of the magistrate judge and overruled the objections by Kossman. *Id.* at *2.

District court order adopting Memorandum & Recommendation of Magistrate Judge.

Dun & Bradstreet underlying data properly withheld and Kossman’s proposed expert properly excluded. The district court first rejected Kossman’s objection that the City of Houston improperly withheld the Dun & Bradstreet data that was utilized in the disparity study. This ruling was in connection with the district court’s affirming the decision of the Magistrate Judge granting the motion of Houston to exclude the testimony of Kossman’s proposed expert. Kossman had conceded that the Magistrate Judge correctly determined that Kossman’s proposed expert articulated no method and relied on untested hypotheses. *Id.* at *2. Kossman also acknowledged that the expert was unable to produce data to confront the disparity study. *Id.*

Kossman had alleged that Houston withheld the underlying data from Dun & Bradstreet. The court found that under the contractual agreement between Houston and its consultant, the consultant for Houston had a licensing agreement with Dun & Bradstreet that prohibited it from providing the Dun & Bradstreet data to any third-party. *Id.* at *2. In addition, the court agreed with Houston that Kossman would not be able to offer admissible analysis of the Dun & Bradstreet data, even if it had access to the data. *Id.* As the Magistrate Judge pointed out, the court found Kossman’s expert had no training in statistics or economics, and thus would not be qualified to interpret the Dun & Bradstreet data or challenge the disparity study’s methods. *Id.* Therefore, the court affirmed the grant of Houston’s motion to exclude Kossman’s expert.

Dun & Bradstreet data is reliable and accepted by courts; bidding data rejected as problematic. The court rejected Kossman’s argument that the disparity study was based on insufficient, unverified information furnished by others, and rejected Kossman’s argument that bidding data is a superior measure of determining availability. *Id.* at *3.

The district court held that because the disparity study consultant did not collect the data, but instead utilized data that Dun & Bradstreet had collected, the consultant could not guarantee the information it relied on in creating the study and recommendations. *Id.* at *3. The consultant’s role was to analyze that data and make recommendations based on that analysis, and it had no reason to doubt the authenticity or accuracy of the Dun & Bradstreet data, nor had Kossman presented any evidence that would call that data into question. *Id.* As Houston pointed out, Dun & Bradstreet data is extremely reliable, is frequently used in disparity studies, and has been consistently accepted by courts throughout the country. *Id.*

Kossman presented no evidence indicating that bidding data is a comparably more accurate indicator of availability than the Dun & Bradstreet data, but rather Kossman relied on pure argument. *Id.* at *3. The court agreed with the Magistrate Judge that bidding data is inherently problematic because it reflects only those firms actually solicited for bids. *Id.* Therefore, the court found the bidding data would fail to identify those firms that were not solicited for bids due to discrimination. *Id.*

The anecdotal evidence is valid and reliable. The district court rejected Kossman’s argument that the study improperly relied on anecdotal evidence, in that the evidence was unreliable and unverified. *Id.* at *3. The district court held that anecdotal evidence is a valid supplement to the statistical study. *Id.* The MWBE program is supported by both statistical and anecdotal evidence, and anecdotal evidence provides a valuable narrative perspective that statistics alone cannot provide. *Id.*

The district court also found that Houston was not required to independently verify the anecdotes. *Id.* at *3. Kossman, the district court concluded, could have presented contrary evidence, but it did

not. *Id.* The district court cited other courts for the proposition that the combination of anecdotal and statistical evidence is potent, and that anecdotal evidence is nothing more than a witness's narrative of an incident told from the witness's perspective and including the witness's perceptions. *Id.* Also, the court held the city was not required to present corroborating evidence, and the plaintiff was free to present its own witness to either refute the incident described by the city's witnesses or to relate their own perceptions on discrimination in the construction industry. *Id.*

The data relied upon by the study was not stale. The court rejected Kossman's argument that the study relied on data that is too old and no longer relevant. *Id.* at *4. The court found that the data was not stale and that the study used the most current available data at the time of the study, including Census Bureau data (2006-2008) and Federal Reserve data (1993, 1998 and 2003), and the study performed regression analyses on the data. *Id.*

Moreover, Kossman presented no evidence to suggest that Houston's consultant could have accessed more recent data or that the consultant would have reached different conclusions with more recent data. *Id.*

The Houston MWBE program is narrowly tailored. The district court agreed with the Magistrate Judge that the study provided substantial evidence that Houston engaged in race-neutral alternatives, which were insufficient to eliminate disparities, and that despite race-neutral alternatives in place in Houston, adverse disparities for MWBEs were consistently observed. *Id.* at *4. Therefore, the court found there was strong evidence that a remedial program was necessary to address discrimination against MWBEs. *Id.* Moreover, Houston was not required to exhaust every possible race-neutral alternative before instituting the MWBE program. *Id.*

The district court also found that the MWBE program did not place an undue burden on Kossman or similarly situated companies. *Id.* at *4. Under the MWBE program, a prime contractor may substitute a small business enterprise like Kossman for an MWBE on a race and gender-neutral basis for up to 4 percent of the value of a contract. *Id.* Kossman did not present evidence that he ever bid on more than 4 percent of a Houston contract. *Id.* In addition, the court stated the fact the MWBE program placed *some* burden on Kossman is insufficient to support the conclusion that the program is not nearly tailored. *Id.* The court concurred with the Magistrate Judge's observation that the proportional sharing of opportunities is, at the core, the point of a remedial program. *Id.* The district court agreed with the Magistrate Judge's conclusion that the MWBE program is nearly tailored.

Native American-owned businesses. The study found that Native American-owned businesses were utilized at a higher rate in Houston's construction contracts than would be anticipated based on their rate of availability in the relevant market area. *Id.* at *4. The court noted this finding would tend to negate the presence of discrimination against Native Americans in Houston's construction industry. *Id.*

This Houston disparity study consultant stated that the high utilization rate for Native Americans stems largely from the work of two Native American-owned firms. *Id.* The Houston consultant suggested that without these two firms, the utilization rate for Native Americans would decline significantly, yielding a statistically significant disparity ratio. *Id.*

The Magistrate Judge, according to the district court, correctly held and found that there was insufficient evidence to support including Native Americans in the MWBE program. *Id.* The court approved and adopted the Magistrate Judge explanation that the opinion of the disparity study consultant that a significant statistical disparity would exist if two of the contracting Native American-owned businesses were disregarded, is not evidence of the need for remedial action. *Id.* at *5. The district court found no equal-protection significance to the fact the majority of contracts let to Native American-owned businesses were to only two firms. *Id.* Therefore, the utilization goal for businesses owned by Native Americans is not supported by a strong evidentiary basis. *Id.* at *5.

The district court agreed with the Magistrate Judge's recommendation that the district court grant summary judgment in favor of Kossman with respect to the utilization goal for Native American-owned business. *Id.* The court found there was limited significance to the Houston consultant's opinion that utilization of Native American-owned businesses would drop to statistically significant levels if two Native American-owned businesses were ignored. *Id.* at *5.

The court stated the situation presented by the Houston disparity study consultant of a "hypothetical non-existence" of these firms is not evidence and cannot satisfy strict scrutiny. *Id.* at *5. Therefore, the district court adopted the Magistrate Judge's recommendation with respect to excluding the utilization goal for Native American-owned businesses. *Id.* The court noted that a preference for Native American-owned businesses could become constitutionally valid in the future if there were sufficient evidence of discrimination against Native American-owned businesses in Houston's construction contracts. *Id.* at *5.

Conclusion. The district court held that the Memorandum & Recommendation of the Magistrate Judge is adopted in full; Houston's motion to exclude the Kossman's proposed expert witness is granted; Kossman's motion for summary judgment is granted with respect to excluding the utilization goal for Native American-owned businesses and denied in all other respects; Houston's motion for summary judgment is denied with respect to including the utilization goal for Native American-owned businesses and granted in all other respects as to the MWBE program for other minorities and women-owned firms. *Id.* at *5.

Memorandum and Recommendation by Magistrate Judge, dated February 17, 2016, S.D. Texas, Civil Action No. H-14-1203.

Kossman's proposed expert excluded and not admissible. Kossman in its motion for summary judgment solely relied on the testimony of its proposed expert, and submitted no other evidence in support of its motion. The Magistrate Judge (hereinafter "MJ") granted Houston's motion to exclude testimony of Kossman's proposed expert, which the district court adopted and approved, for multiple reasons. The MJ found that his experience does not include designing or conducting statistical studies, and he has no education or training in statistics or economics. *See*, MJ, Memorandum and Recommendation ("M&R") by MJ, dated February 17, 2016, at 31, S.D. Texas, Civil Action No. H-14-1203. The MJ found he was not qualified to collect, organize or interpret numerical data, has no experience extrapolating general conclusions about a subset of the population by sampling it, has demonstrated no knowledge of sampling methods or understanding of the mathematical concepts used in the interpretation of raw data, and thus, is not qualified to challenge the methods and calculations of the disparity study. *Id.*

The MJ found that the proposed expert report is only a theoretical attack on the study with no basis and objective evidence, such as data or testimony of construction firms in the relative market area that support his assumptions regarding available MWBEs or comparative studies that control the factors about which he complained. *Id.* at 31. The MJ stated that the proposed expert is not an economist and thus is not qualified to challenge the disparity study explanation of its economic considerations. *Id.* at 31. The proposed expert failed to provide econometric support for the use of bidder data, which he argued was the better source for determining availability, cited no personal experience for the use of bidder data, and provided no proof that would more accurately reflect availability of MWBEs absent discriminatory influence. *Id.* Moreover, he acknowledged that no bidder data had been collected for the years covered by the study. *Id.*

The court found that the proposed expert articulated no method at all to do a disparity study, but merely provided untested hypotheses. *Id.* at 33. The proposed expert's criticisms of the study, according to the MJ, were not founded in cited professional social science or econometric standards. *Id.* at 33. The MJ concludes that the proposed expert is not qualified to offer the opinions contained in his report, and that his report is not relevant, not reliable, and, therefore, not admissible. *Id.* at 34.

Relevant geographic market area. The MJ found the market area of the disparity analysis was geographically confined to area codes in which the majority of the public contracting construction firms were located. *Id.* at 3-4, 51. The relevant market area, the MJ said, was weighted by industry, and therefore the study limited the relevant market area by geography and industry based on Houston's past years' records from prior construction contracts. *Id.* at 3-4, 51.

Availability of MWBEs. The MJ concluded disparity studies that compared the availability of MWBEs in the relevant market with their utilization in local public contracting have been widely recognized as strong evidence to find a compelling interest by a governmental entity for making sure that its public dollars do not finance racial discrimination. *Id.* at 52-53. Here, the study defined the market area by reviewing past contract information, and defined the relevant market according to two critical factors, geography and industry. *Id.* at 3-4, 53. Those parameters, weighted by dollars attributable to each industry, were used to identify for comparison MWBEs that were available and MWBEs that had been utilized in Houston's construction contracting over the last five and one-half years. *Id.* at 4-6, 53. The study adjusted for owner labor market experience and educational attainment in addition to geographic location and industry affiliation. *Id.* at 6, 53.

Kossman produced no evidence that the availability estimate was inadequate. *Id.* at 53. Plaintiff's criticisms of the availability analysis, including for capacity, the court stated was not supported by any contrary evidence or expert opinion. *Id.* at 53-54. The MJ rejected Plaintiff's proposed expert's suggestion that analysis of bidder data is a better way to identify MWBEs. *Id.* at 54. The MJ noted that Kossman's proposed expert presented no comparative evidence based on bidder data, and the MJ found that bidder data may produce availability statistics that are skewed by active and passive discrimination in the market. *Id.*

In addition to being underinclusive due to discrimination, the MJ said bidder data may be overinclusive due to inaccurate self-evaluation by firms offering bids despite the inability to fulfill the contract. *Id.* at 54. It is possible that unqualified firms would be included in the availability figure simply because they bid on a particular project. *Id.* The MJ concluded that the law does not require

an individualized approach that measures whether MWBEs are qualified on a contract-by-contract basis. *Id.* at 55.

Disparity analysis. The study indicated significant statistical adverse disparities as to businesses owned by African Americans and Asians, which the MJ found provided a *prima facie* case of a strong basis in evidence that justified the Program's utilization goals for businesses owned by African Americans, Asian-Pacific Americans, and subcontinent Asian Americans. *Id.* at 55.

The disparity analysis did not reflect significant statistical disparities as to businesses owned by Hispanic Americans, Native Americans or non-minority women. *Id.* at 55-56. The MJ found, however, the evidence of significant statistical adverse disparity in the utilization of Hispanic-owned businesses in the unremediated, private sector met Houston's *prima facie* burden of producing a strong evidentiary basis for the continued inclusion of businesses owned by Hispanic Americans. *Id.* at 56. The MJ said the difference between the private sector and Houston's construction contracting was especially notable because the utilization of Hispanic-owned businesses by Houston has benefitted from Houston's remedial program for many years. *Id.* Without a remedial program, the MJ stated the evidence suggests, and no evidence contradicts, a finding that utilization would fall back to private sector levels. *Id.*

With regard to businesses owned by Native Americans, the study indicated they were utilized to a higher percentage than their availability in the relevant market area. *Id.* at 56. Although the consultant for Houston suggested that a significant statistical disparity would exist if two of the contracting Native American-owned businesses were disregarded, the MJ found that opinion is not evidence of the need for remedial action. *Id.* at 56. The MJ concluded there was no-equal protection significance to the fact the majority of contracts let to Native American-owned businesses were to only two firms, which was indicated by Houston's consultant. *Id.*

The utilization of women-owned businesses (WBEs) declined by 50 percent when they no longer benefitted from remedial goals. *Id.* at 57. Because WBEs were eliminated during the period studied, the significance of statistical disparity, according to the MJ, is not reflected in the numbers for the period as a whole. *Id.* at 57. The MJ said during the time WBEs were not part of the program, the statistical disparity between availability and utilization was significant. *Id.* The precipitous decline in the utilization of WBEs after WBEs were eliminated and the significant statistical disparity when WBEs did not benefit from preferential treatment, the MJ found, provided a strong basis in evidence for the necessity of remedial action. *Id.* at 57. Kossman, the MJ pointed out, offered no evidence of a gender-neutral reason for the decline. *Id.*

The MJ rejected Plaintiff's argument that prime contractor and subcontractor data should not have been combined. *Id.* at 57. The MJ said that prime contractor and subcontractor data is not required to be evaluated separately, but that the evidence should contain reliable subcontractor data to indicate discrimination by prime contractors. *Id.* at 58. Here, the study identified the MWBEs that contracted with Houston by industry and those available in the relevant market by industry. *Id.* at 58. The data, according to the MJ, was specific and complete, and separately considering prime contractors and subcontractors is not only unnecessary but may be misleading. *Id.* The anecdotal evidence indicated that construction firms had served, on different contracts, in both roles. *Id.*

The MJ stated the law requires that the targeted discrimination be identified with particularity, not that every instance of explicit or implicit discrimination be exposed. *Id.* at 58. The study, the MJ found, defined the relevant market at a sufficient level of particularity to produce evidence of past discrimination in Houston's awarding of construction contracts and to reach constitutionally sound results. *Id.*

Anecdotal evidence. Kossman criticized the anecdotal evidence with which a study supplemented its statistical analysis as not having been verified and investigated. *Id.* at 58-59. The MJ said that Kossman could have presented its own evidence, but did not. *Id.* at 59. Kossman presented no contrary body of anecdotal evidence and pointed to nothing that called into question the specific results of the market surveys and focus groups done in the study. *Id.* The court rejected any requirement that the anecdotal evidence be verified and investigated. *Id.* at 59.

Regression analyses. Kossman challenged the regression analyses done in the study of business formation, earnings and capital markets. *Id.* at 59. Kossman criticized the regression analyses for failing to precisely point to where the identified discrimination was occurring. *Id.* The MJ found that the focus on identifying where discrimination is occurring misses the point, as regression analyses is not intended to point to specific sources of discrimination, but to eliminate factors other than discrimination that might explain disparities. *Id.* at 59-60. Discrimination, the MJ said, is not revealed through evidence of explicit discrimination, but is revealed through unexplainable disparity. *Id.* at 60.

The MJ noted that data used in the regression analyses were the most current available data at the time, and for the most part data dated from within a couple of years or less of the start of the study period. *Id.* at 60. Again, the MJ stated, Kossman produced no evidence that the data on which the regression analyses were based were invalid. *Id.*

Narrow Tailoring factors. The MJ found that the Houston MWBE program satisfied the narrow tailoring prong of a strict scrutiny analysis. The MJ said that the 2013 MWBE program contained a variety of race-neutral remedies, including many educational opportunities, but that the evidence of their efficacy or lack thereof is found in the disparity analyses. *Id.* at 60-61. The MJ concluded that while the race-neutral remedies may have a positive effect, they have not eliminated the discrimination. *Id.* at 61. The MJ found Houston's race-neutral programming sufficient to satisfy the requirements of narrow tailoring. *Id.*

As to the factors of flexibility and duration of the 2013 Program, the MJ also stated these aspects satisfy narrow tailoring. *Id.* at 61. The 2013 Program employs goals as opposed to quotas, sets goals on a contract-by-contract basis, allows substitution of small business enterprises for MWBEs for up to 4 percent of the contract, includes a process for allowing good-faith waivers, and builds in due process for suspensions of contractors who fail to make good-faith efforts to meet contract goals or MWBEs that fail to make good-faith efforts to meet all participation requirements. *Id.* at 61. Houston committed to review the 2013 Program at least every five years, which the MJ found to be a reasonably brief duration period. *Id.*

The MJ concluded that the 34 percent annual goal is proportional to the availability of MWBEs historically suffering discrimination. *Id.* at 61. Finally, the MJ found that the effect of the 2013 Program on third parties is not so great as to impose an unconstitutional burden on non-minorities. *Id.* at 62. The burden on non-minority SBEs, such as Kossman, is lessened by the 4 percent

substitution provision. *Id.* at 62. The MJ noted another district court’s opinion that the mere possibility that innocent parties will share the burden of a remedial program is itself insufficient to warrant the conclusion that the program is not narrowly tailored. *Id.* at 62.

Holding. The MJ held that Houston established a *prima facie* case of compelling interest and narrow tailoring for all aspects of the MWBE program, except goals for Native American-owned businesses. *Id.* at 62. The MJ also held that Plaintiff failed to produce any evidence, much less the greater weight of evidence, that would call into question the constitutionality of the 2013 MWBE program. *Id.* at 62.

3. Louisiana Associated General Contractors, Inc. v. State of Louisiana, et. al, 669 So. 2d 1185 (S. Ct. La. 1996)

In 1994, the Louisiana Health Care Authority advertised for bids for a capital renovation project in New Orleans. 669 So. 2d at 1189. The project was designated as a minority set-aside project in accordance with the Louisiana Minority and Women’s Business Enterprise Act (“Act”). Thus, only minority business enterprise contractors could bid on the project. *Id.*

Plaintiff Louisiana Associated General Contractor’s, Inc. filed a petition for Declaratory Injunctive Relief and sought to enjoin the acceptance of the bids by the Authority for the project, to enjoin any further enforcement of the Act, and to have the Act declared unconstitutional alleging that it discriminated on the basis of race in violation of the Louisiana Constitution equal protection provision (La. Const. Art. I, Sec. 3). *Id.* at 1189. The trial court issued a temporary restraining order restraining the Authority from continuing to treat the project as a minority set-aside project and from awarding any other public works contracts as set-aside projects under the Act. *Id.* at 1189-1190. Subsequently, the Authority withdrew the pending bid request and re-bid the project without the minority set-aside designation. *Id.* at 1190.

Because the Authority stated that it would continue to issue future minority set-aside designated bids under the Act, the Louisiana AGC filed a supplemental and amending petition reiterating its previous request for declaratory and injunctive relief. *Id.* at 1190. Thereafter, the Louisiana AGC filed a motion for summary judgment. *Id.* The trial court granted the motion, finding that those portions of the Act which denied the opportunity to bid or granted bidding preferences based on race were unconstitutional. *Id.* The trial court also held the remaining portions of the Act were so interrelated that they were not severable, including the provisions relating to gender based preferences, and therefore declared the entire Minority Business Enterprise Act to be an unconstitutional violation of the Louisiana Constitution equal protection provision (Art. I. Sec. 3) and permanently enjoined the authority from any implementation or enforcement of the Act. *Id.*

The Act. The Louisiana Minority Women’s Business Enterprise Act was initially enacted in 1984 and later amended and reenacted in 1992. The Act required a certain percentage of funds expected to be expended on public works and procurement contracts be designated solely for participation by certified minority business enterprises and women’s business enterprises. *Id.* at 1188. The Act provided that the percentage applicable to each agency cannot exceed 10 percent MBEs and 2 percent for WBEs. *Id.* The Act was mandatory on each state agency and applied to all public works contracts and all contracts for the procurement of goods and services by state agencies and educational institutions. *Id.* Each agency was required to comply with the overall annual participation goals established for the individual agency under the Act. *Id.*

In order to meet the goals set for participation by MBEs and WBEs, the agencies set-aside public works or procurement contracts solely for bidding by certified business enterprises. *Id.* at 1189. The Act also mandated that preferences be used in certain situations, including where a contract for the construction of public works was to be awarded by the Division of Administration and the amount of the contract was \$200,000 or more. *Id.* In such cases, the award was required to be made to a minority-owned business when the price bid by such business was within 5 percent of the otherwise lowest responsive and responsible bidder, and where the minority business enterprise agreed to adjust its bid to that of the lowest bidder, as long as the minority business enterprises original bid was within 5 percent of that bid. *Id.*

In sum, the court stated, the Act mandated that state agencies employ a system of set-asides and preferences in procurement of public works contracts from which only certified MBEs and WBEs benefit. *Id.* at 1189. The court said, therefore, while certified MBEs were able to bid on 100 percent of the public works and procurement contracts let by the state, non-minority businesses were only able to bid equally on approximately 90 percent of such constructs put out to bid by state agencies. *Id.*

Article I. Section 3 of the Louisiana Constitution. Article I, Section 3 of the Louisiana Constitution provides that no person shall be denied the equal protection of the laws, and that no laws shall discriminate against a person because of race or religious ideas, beliefs, or affiliations, and that no law shall arbitrarily, capriciously, or unreasonably discriminate against a person because of birth, age, sex, culture, physical condition, or political ideas or affiliations. *Id.* at 1195.

The Louisiana Supreme Court concluded that the Fourteenth Amendment to the United States Constitution provides only with respect to equal protection that no states shall deny any person within its jurisdiction the equal protection of the laws. *Id.* at 1195. By its own terms, the Louisiana Supreme Court found that the Fourteenth Amendment does not specify or delineate which classifications will receive particular levels of scrutiny nor does it explain how a particular level of scrutiny will operate in application. *Id.* at 1195-1196. Generally, the Louisiana Supreme Court said under the Fourteenth Amendment to the United States Constitution, governmental action will receive strict scrutiny if a classification infringes on a fundamental or express constitutional right or if it discriminates on the basis of a “suspect” classification, such as race. *Id.* at 1196. The law is presumed to be unconstitutional and will be struck down unless shown to be necessarily related to a compelling state interest. *Id.*

A classification will generally receive intermediate scrutiny if it involved discrimination based on certain classes such as gender. *Id.* at 1196. To be upheld on this level of review the classification must be substantially related to a legitimate state interest. *Id.* The lowest tier of review applies to any other classification and requires the party challenging the law to prove that the classification is not rationally related to any legitimate government interest. *Id.*

The framers of the 1974 Louisiana Constitution had the voters ratify the equal protection provision which gave greater rights and protection than its federal counterpart. *Id.* at 1196. The court held that Article I, Section 3 was intended to give the citizens of Louisiana greater equal protection rights than are provided under the Fourteenth Amendment. *Id.* The court thus held as follows: “The section on its face absolutely prohibits any state law which discriminates on the basis of race.” *Id.* at 1196.

The court rejected the argument by the state that it has a constitutional duty under the Fourteenth Amendment to engage in discrimination, finding that the United States Supreme Court has never interpreted the Fourteenth Amendment to require discrimination on the basis of race for any reason whatsoever. *Id.* at 1199. The Louisiana Supreme Court said that the United States Supreme Court pointed out that states do not have a duty to engage in race preference programs but instead have the “authority” to do so, should they so desire, provided this authority be exercised within the constraints of the Fourteenth Amendment. *Id.* at 1199. Thus, the court concluded that although a state has the authority to participate in race preference programs under the Fourteenth Amendment, that same provision does not mandate that it do so. *Id.* Consequently, the court found that a state constitution which prohibits a state from enacting such programs is not in violation of the Fourteenth Amendment. *Id.*

The state also argued that the Louisiana Constitution provision should be interpreted to allow for racial classifications in the imposition of quotas or set-aside programs because to hold otherwise would require the state to withdraw from federal programs, which may condition the state’s receipt of federal funds on, among other things, the state’s use of minority preferences and set-asides in use of the funds. *Id.* at 1200. The Louisiana Supreme Court rejected that argument finding that the absolute and mandatory language used in the prohibition against laws which discriminate on the basis of race found in the Louisiana Constitution does not change because the state may stand to lose federal funds if it has to withdraw from participating in voluntary federal programs wherein the distribution of federal funds may be contingent on the state’s violation of its own constitution. *Id.* at 1200.

The Louisiana Supreme Court held the language of the second sentence in the Louisiana Constitution equal protection provision does not allow for the consideration of any hypothetical loss of federal funds, and that the legislature can suggest, and the people can vote for, an amendment to the Louisiana Constitution which would allow for the state to participate in such federal programs without the state’s having to violate its own constitution. *Id.* at 1200. The Louisiana Supreme Court in a footnote pointed out that the court did not decide or predict a federal court’s decision as to whether a federal funds program that mandates both state participation and the use of set-asides would preempt the state’s constitution under the federal Supremacy Clause. *Id.* at n.14.

The Louisiana Minority and Women’s Business Enterprise Act is Held Unconstitutional. The Louisiana Supreme Court found that the Act sets up a system whereby state agencies are mandated to meet annual goals for participation by certified MBEs, and that the goals were to be met under the Act mainly through the use of set-asides and also through preferences in the awarding of public works and procurement contracts. *Id.* at 1200. Because only members of certain races can obtain a MBE designation, and only certified MBEs may bid on a minority set-aside project, the court held the set-aside provisions under the Act discriminated against members of those races which cannot obtain a MBE designation because they cannot bid on the set-aside project. *Id.* at 1200-1201. The court concluded the Act deprives certain citizens of the opportunity to compete for contracts that have been set-aside solely on the basis of race, thereby creating an absolutely prohibited racial classification. *Id.* at 1201.

Similarly, the court found certain provisions under the Act create a system of preferences that generally operate such that although members of all races can bid on a project, a certified MBE will

receive a contract if its bid is within 5 percent of the lowest responsive and responsible bidder provided the MBE agrees to adjust its bid to the amount of the original lowest bid. *Id.* at 1201. The court held that preferences such as this also discriminated against non-minority business enterprises. *Id.* Therefore, with respect to these preferences, the court concluded the Act on its face treats business enterprises differently solely because of the race of its owner's and officer's.

The court thus held that the set-asides and preferences under the Act discriminate against a person on the basis of race, and the Act, to that extent, was unconstitutional under the Louisiana Constitution equal protection provision (La. Const. Art. I, Sec 3.). *Id.* at 1201.

The court determined the trial court correctly found the Act unconstitutional in so far as it adopts racial classifications in the application and implementation of its set-aside preference programs, *Id.* at 1201. The court then held that because the legislature would not have passed the Act without the presence of the MBE set-aside and preference features, the unconstitutional portions of the law having to do with these racially based set-asides and preferences were so interrelated with the remaining portions of the Act having to do with women's business enterprises that they could not be separated without destroying the intent of the legislature in enacting it at all. *Id.* at 1201-1202. Therefore, the court also found the remaining portions of the Act relating to gender based preferences were not severable from the unconstitutional portions relating to race based preferences; thus, the entire Act was held unconstitutional. *Id.* at 1202.

Dissent. There was one dissenting Justice of the Louisiana Supreme Court who would have sent the case back to the trial court to determine if there was evidence of past discrimination. *Id.* at 1203-1204. If there was determined to be past discrimination, the dissent would hold that the state has the authority to take remedial action narrowly tailored to eliminate that discrimination. *Id.* at 1203-1204.

4. Louisiana Associated General Contractors, Inc. V. New Orleans Aviation Board, 764 So.2d 31 (La. 1999)

The Louisiana Associated General Contractors filed a Petition for Declaratory and Injunctive relief against the New Orleans Aviation Board's Disadvantaged Business Enterprise Plan, alleging that it created unconstitutional race- and gender-based classifications. 764 So. 2d 31 (La. 1999). The trial court granted relief, and the Aviation Board filed an appeal to the Louisiana Supreme Court. The Louisiana Supreme Court held that Board's Program violated the City's Interim Small Disadvantaged Business Development Ordinance. *Id.* at 31.

Facts and procedural background. The New Orleans Aviation Board (NOAB) adopted the "Disadvantaged Business Enterprise Plan for the New Orleans International Airport" (Program). *Id.* at 32. The Program provided participation goals, preferences, and set-asides on airport and heliport related contracts for businesses that qualify as disadvantaged business enterprises (DBE). *Id.* Before the NOAB would qualify a business as a DBE, at least 51 percent of a business must be owned and controlled by individuals who were socially and economically disadvantaged. Under the Program particular gender and racial groups were presumed to be socially and economically disadvantaged. *Id.* This presumption may be rebutted if challenged by a third party. *Id.*

The Louisiana Associated General Contractors (LAGC) filed a Petition for Declaratory and Injunctive Relief against the NOAB alleging that the Program created unlawful race- and gender-

based classifications in violation of Article I § 3 of the Louisiana Constitution, which the Louisiana Supreme Court stated forbids the creation and application of laws that discriminate on the basis of race or “arbitrarily, capriciously, or unreasonably discriminate” on the basis of sex. *Id.* at 32. LAGC further contended that Section 38:2233.2 of the Revised Statutes, which provided for set-asides in public works contracts for minority contractors, was also unconstitutional. Alternatively, LAGC alleged that the Program lacked authority because it violated the low bid requirements of the Louisiana Public Bid Law and the New Orleans Home Rule Charter by awarding contracts on the bases of race and gender. *Id.* Upon LAGC’s motion, the trial court issued a temporary restraining order which enjoined NOAB from receiving bids on the Project. *Id.*

The LAGC moved for summary judgment based on the Louisiana Supreme Court’s opinion in *Louisiana Associated General Contractors, Inc. v. State*, 669 So. 2d 1185 (La. 1996), which the Louisiana Supreme Court stated it found that the Louisiana Constitution “absolutely” bans race-based classifications. *Id.* The trial court granted LAGC’s motion for summary judgment declaring Rev. Stat. 38:2233.2 and the Program unconstitutional as to city projects, and permanently enjoined NOAB from utilizing the Statute or the Program in non-federal public works projects. *Id.*

Following some appeal issues, the case was remanded back to the trial court, and the trial court ruled that the City of New Orleans Home Rule Charter gave NOAB authority to adopt the Program. *Id.* at 33. But, the trial court again declared the Program an unconstitutional violation of Article I, § 3, and issued a permanent injunction restraining NOAB from enforcing the Program on any non-federal works projects. *Id.* NOAB appealed the trial court’s ruling of unconstitutionality, and LAGC cross appealed the trial court’s ruling that NOAB had authority under local law to authorize the Program. *Id.*

The City Interim DSBD Ordinance. The City of New Orleans’ “Interim Disadvantaged Small Business Development Ordinance” (Interim Ordinance), authorized establishment of “a program for participation goals, preferences, and set-asides in city contracts and procurement for firms owned by socially and economically disadvantaged persons,” and “[provides] for the interim suspension of all race-based set-asides, goals, and preferences.” *Id.* at 33. Under the Interim Ordinance, if a public works or construction project exceeds \$50,000, the general contractor was required to make a reasonable effort to subcontract at least 25 percent of the total dollar in subcontracts to New Orleans’ DBE’s. *Id.*

To qualify as a DBE under the ordinance, at least 51 percent of the business must be owned and controlled by socially and economically disadvantaged individuals. According to the Interim Ordinance, socially disadvantaged individuals were “individuals ... who have been subjected to discrimination, prejudice, or cultural bias because of their identity as a member of a group without regard to their individual qualities.” *Id.* at 33. The social disadvantage must stem from circumstances beyond their control. Also, the Interim Ordinance defined economically disadvantaged individuals as “those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities, as compared to others in the same or similar line of business and competitive market area who are not socially disadvantaged.” *Id.* Before a person could qualify as a socially disadvantaged individual, the person must prove by clear and convincing evidence he has actually suffered a disadvantage. *Id.* Merely claiming membership in a

group which may be considered socially disadvantaged was not enough to qualify for disadvantaged status under the Interim Ordinance. *Id.*

When determining which businesses qualify as economically or socially disadvantaged, the Interim Ordinance strictly prohibited race- and gender-based discrimination or preferential treatment. Section 2–604(A)(1) of the Interim Ordinance stated:

A) 1) No person or business firm shall be certified for inclusion or included in the registry of firms owned and controlled by socially and economically disadvantaged persons and no contract shall be set-aside for award, nor shall any person or firm be awarded any city contract or subcontract or preference in contracting, subcontracting or vending to or with the city, on the basis of race, color, creed, national origin, or gender.

Id. at 33. The Interim Ordinance also prevented the City of New Orleans from issuing or carrying out any policy dealing with city contracts that provided preferential treatment on the basis of race or gender. Section 2–603 provided that all ordinances, executive or administrative policy memoranda, directives, or orders which required or authorized race- or gender-based preferences in city contracts were, on an interim basis, superceded and suspended by the Interim Ordinance. *Id.* at 33-34.

According to the NOAB Program individuals who belonged to the following groups were presumed socially and economically disadvantaged: (a) Women; (b) African Americans; (c) Hispanic Americans; (d) Native Americans; (e) Asian–Pacific Americans; and (f) Asian–Indian Americans. *Id.* at 34. Generally, the NOAB did not investigate the actual disadvantaged status of those individuals presumed to be disadvantaged unless their status was challenged by a third party. *Id.* If challenged, the business may lose its status as a DBE. Individuals who did not belong to one of the aforementioned groups may also apply for DBE qualification to be reviewed on a case by case basis. *Id.* No presumption was afforded to individuals whose race or gender was not listed in the Program. Before the NOAB would certify these individuals, they must prove that their disadvantaged status arose from individual circumstances, rather than by membership in a particular group. *Id.*

Holding the Program violated the Interim Ordinance. The court found that the Program facially violated the Interim Ordinance on two points. First, the Program’s standard for determining if an individual is socially and economically disadvantaged, the court held, fell far below the standard commanded by the Interim Ordinance. *Id.* at 34. Under the Program, if an individual was female or belonged to a specific race-based group included in the Program’s list, he was presumed to be socially and economically disadvantaged. *Id.* at 34-35. The Interim Ordinance, however, refused to consider an individual as disadvantaged simply because the individual belonged to a particular race or gender group. *Id.* at 35. The individual must provide clear and convincing evidence that proved he actually suffered a disadvantage by belonging to a particular group. *Id.*

The Interim Ordinance’s burden of proof fell upon the individual seeking disadvantaged status. *Id.* But, no burden of proof, according the court, existed under the Program unless the presumption was rebutted by a third party. *Id.* Thus, the court held that the Program’s presumption on its face violated the standard required by the Interim Ordinance. *Id.*

Second, the court held the Program violated § 2–604 of the Interim Ordinance which prohibited showing preference toward or discriminating against individuals on the basis of gender or race when qualifying them for socially or economically disadvantage set-aside contracts. *Id.* at 35. The Program, however, specifically stated that individuals who were female or belonged to a specific race-based group automatically qualified as socially and economically disadvantaged. *Id.* Thus, the court found that if they own and control at least 51 percent of the business they were automatically allowed to bid on and receive up to 100 percent of the full dollar amount of the contracts offered to subcontractors under the Program. *Id.*

The court said that, however, the individuals who were not included within the Program’s list of people presumed to be disadvantaged, may only bid on and receive up to 50 percent of the full dollar amount of the contracts offered to subcontractors under the Program unless they can prove that they have actually suffered a disadvantage because of their individual circumstances. *Id.* at 35. In addition, the court noted that during oral arguments before the trial court, NOAB’s counsel conceded that the Program’s requirements provided preferential treatment on the basis of race and gender by stating, “This is just a preference It is not a set-aside.” *Id.*

The court agreed with the argument that the Program’s presumption was preferential, and further held that it also allowed unlawful discriminatory practices by providing set-asides on the bases of race and gender. *Id.* at 35. Because the court found the Program’s burden of proof for qualifying individuals as socially disadvantaged fell short of the burden required under the Interim Ordinance, and because the Program provided preference toward individuals on the basis of race and gender when awarding public works contracts, the court held that the Program was prohibited by the City of New Orleans’ Interim Ordinance. *Id.* Therefore, the court reversed that part of the ruling of the trial court which held that the NOAB had authority under local law to adopt the Program, and the court affirmed the permanent injunction imposed by the trial court. *Id.*

D. Recent Decisions Involving State or Local Government MBE/WBE/DBE Programs in Other Jurisdictions

Recent Decisions in Federal Circuit Courts of Appeal

1. *H. B. Rowe Co., Inc. v. W. Lyndo Tippett, NCDOT, et al.*, 615 F.3d 233 (4th Cir. 2010)

The State of North Carolina enacted statutory legislation that required prime contractors to engage in good faith efforts to satisfy participation goals for minority and women subcontractors on state-funded projects. (See facts as detailed in the decision of the United States District Court for the Eastern District of North Carolina discussed below.). The plaintiff, a prime contractor, brought this action after being denied a contract because of its failure to demonstrate good faith efforts to meet the participation goals set on a particular contract that it was seeking an award to perform work with the North Carolina Department of Transportation (“NCDOT”). Plaintiff asserted that the participation goals violated the Equal Protection Clause and sought injunctive relief and money damages.

After a bench trial, the district court held the challenged statutory scheme constitutional both on its face and as applied, and the plaintiff prime contractor appealed. 615 F.3d 233 at 236. The Court of Appeals held that the State did not meet its burden of proof in all respects to uphold the validity of

the state legislation. But, the Court agreed with the district court that the State produced a strong basis in evidence justifying the statutory scheme on its face, and as applied to African American and Native American subcontractors, and that the State demonstrated that the legislative scheme is narrowly tailored to serve its compelling interest in remedying discrimination against these racial groups. The Court thus affirmed the decision of the district court in part, reversed it in part and remanded for further proceedings consistent with the opinion. *Id.*

The Court found that the North Carolina statutory scheme “largely mirrored the federal Disadvantaged Business Enterprise (“DBE”) program, with which every state must comply in awarding highway construction contracts that utilize federal funds.” 615 F.3d 233 at 236. The Court also noted that federal courts of appeal “have uniformly upheld the Federal DBE Program against equal-protection challenges.” *Id.*, at footnote 1, *citing, Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

In 2004, the State retained a consultant to prepare and issue a third study of subcontractors employed in North Carolina’s highway construction industry. The study, according to the Court, marshaled evidence to conclude that disparities in the utilization of minority subcontractors persisted. 615 F.3d 233 at 238. The Court pointed out that in response to the study, the North Carolina General Assembly substantially amended state legislation section 136-28.4 and the new law went into effect in 2006. The new statute modified the previous statutory scheme, according to the Court in five important respects. *Id.*

First, the amended statute expressly conditions implementation of any participation goals on the findings of the 2004 study. Second, the amended statute eliminates the 5 and 10 percent annual goals that were set in the predecessor statute. 615 F.3d 233 at 238-239. Instead, as amended, the statute requires the NCDOT to “establish annual aspirational goals, not mandatory goals, ... for the overall participation in contracts by disadvantaged minority-owned and women-owned businesses ... [that] shall not be applied rigidly on specific contracts or projects.” *Id.* at 239, *quoting*, N.C. Gen.Stat. § 136-28.4(b)(2010). The statute further mandates that the NCDOT set “contract-specific goals or project-specific goals ... for each disadvantaged minority-owned and women-owned business category that has demonstrated significant disparity in contract utilization” based on availability, as determined by the study. *Id.*

Third, the amended statute narrowed the definition of “minority” to encompass only those groups that have suffered discrimination. *Id.* at 239. The amended statute replaced a list of defined minorities to any certain groups by defining “minority” as “only those racial or ethnicity classifications identified by [the study] ... that have been subjected to discrimination in the relevant marketplace and that have been adversely affected in their ability to obtain contracts with the Department.” *Id.* at 239 *quoting* section 136-28.4(c)(2)(2010).

Fourth, the amended statute required the NCDOT to reevaluate the Program over time and respond to changing conditions. 615 F.3d 233 at 239. Accordingly, the NCDOT must conduct a study similar to the 2004 study at least every five years. *Id.* § 136-28.4(b). Finally, the amended statute contained a sunset provision which was set to expire on August 31, 2009, but the General Assembly subsequently extended the sunset provision to August 31, 2010. *Id.* Section 136-28.4(e) (2010).

The Court also noted that the statute required only good faith efforts by the prime contractors to utilize subcontractors, and that the good faith requirement, the Court found, proved permissive in practice: prime contractors satisfied the requirement in 98.5 percent of cases, failing to do so in only 13 of 878 attempts. 615 F.3d 233 at 239.

Strict scrutiny. The Court stated the strict scrutiny standard was applicable to justify a race-conscious measure, and that it is a substantial burden but not automatically “fatal in fact.” 615 F.3d 233 at 241. The Court pointed out that “[t]he unhappy persistence of both the practice and the lingering effects of racial discrimination against minority groups in this country is an unfortunate reality, and government is not disqualified from acting in response to it.” *Id.* at 241 *quoting Alexander v. Estep*, 95 F.3d 312, 315 (4th Cir. 1996). In so acting, a governmental entity must demonstrate it had a compelling interest in “remedying the effects of past or present racial discrimination.” *Id.*, *quoting Shaw v. Hunt*, 517 U.S. 899, 909 (1996).

Thus, the Court found that to justify a race-conscious measure, a state must identify that discrimination, public or private, with some specificity, and must have a strong basis in evidence for its conclusion that remedial action is necessary. 615 F.3d 233 at 241 *quoting Croson*, 488 U.S. at 504 and *Wygant v. Jackson Board of Education*, 476 U.S. 267, 277 (1986)(plurality opinion).

The Court significantly noted that: “There is no ‘precise mathematical formula to assess the quantum of evidence that rises to the *Croson* ‘strong basis in evidence’ benchmark.” 615 F.3d 233 at 241, *quoting Rothe Dev. Corp. v. Department of Defense*, 545 F.3d 1023, 1049 (Fed.Cir. 2008). The Court stated that the sufficiency of the State’s evidence of discrimination “must be evaluated on a case-by-case basis.” *Id.* at 241. (internal quotation marks omitted).

The Court held that a state “need not conclusively prove the existence of past or present racial discrimination to establish a strong basis in evidence for concluding that remedial action is necessary. 615 F.3d 233 at 241, *citing Concrete Works*, 321 F.3d at 958. “Instead, a state may meet its burden by relying on “a significant statistical disparity” between the availability of qualified, willing, and able minority subcontractors and the utilization of such subcontractors by the governmental entity or its prime contractors. *Id.* at 241, *citing Croson*, 488 U.S. at 509 (plurality opinion). The Court stated that we “further require that such evidence be ‘corroborated by significant anecdotal evidence of racial discrimination.’” *Id.* at 241, *quoting Maryland Troopers Association, Inc. v. Evans*, 993 F.2d 1072, 1077 (4th Cir. 1993).

The Court pointed out that those challenging race-based remedial measures must “introduce credible, particularized evidence to rebut” the state’s showing of a strong basis in evidence for the necessity for remedial action. *Id.* at 241-242, *citing Concrete Works*, 321 F.3d at 959. Challengers may offer a neutral explanation for the state’s evidence, present contrasting statistical data, or demonstrate that the evidence is flawed, insignificant, or not actionable. *Id.* at 242 (citations omitted). However, the Court stated “that mere speculation that the state’s evidence is insufficient or methodologically flawed does not suffice to rebut a state’s showing. *Id.* at 242, *citing Concrete Works*, 321 F.3d at 991.

The Court held that to satisfy strict scrutiny, the state’s statutory scheme must also be “narrowly tailored” to serve the state’s compelling interest in not financing private discrimination with public funds. 615 F.3d 233 at 242, *citing Alexander*, 95 F.3d at 315 (*citing Adarand*, 515 U.S. at 227).

Intermediate scrutiny. The Court held that courts apply “intermediate scrutiny” to statutes that classify on the basis of gender. *Id.* at 242. The Court found that a defender of a statute that classifies on the basis of gender meets this intermediate scrutiny burden “by showing at least that the classification serves important governmental objectives and that the discriminatory means employed are substantially related to the achievement of those objectives.” *Id.*, quoting *Mississippi University for Women v. Hogan*, 458 U.S. 718, 724 (1982). The Court noted that intermediate scrutiny requires less of a showing than does “the most exacting” strict scrutiny standard of review. *Id.* at 242. The Court found that its “sister circuits” provide guidance in formulating a governing evidentiary standard for intermediate scrutiny. These courts agree that such a measure “can rest safely on something less than the ‘strong basis in evidence’ required to bear the weight of a race- or ethnicity-conscious program.” *Id.* at 242, quoting *Engineering Contractors*, 122 F.3d at 909 (other citations omitted).

In defining what constitutes “something less” than a ‘strong basis in evidence,’ the courts, ... also agree that the party defending the statute must ‘present [] sufficient probative evidence in support of its stated rationale for enacting a gender preference, *i.e.*,...the evidence [must be] sufficient to show that the preference rests on evidence-informed analysis rather than on stereotypical generalizations.’” 615 F.3d 233 at 242 quoting *Engineering Contractors*, 122 F.3d at 910 and *Concrete Works*, 321 F.3d at 959. The gender-based measures must be based on “reasoned analysis rather than on the mechanical application of traditional, often inaccurate, assumptions.” *Id.* at 242 quoting *Hogan*, 458 U.S. at 726.

Plaintiff’s burden. The Court found that when a plaintiff alleges that a statute violates the Equal Protection Clause as applied and on its face, the plaintiff bears a heavy burden. In its facial challenge, the Court held that a plaintiff “has a very heavy burden to carry, and must show that [a statutory scheme] cannot operate constitutionally under any circumstance.” *Id.* at 243, quoting *West Virginia v. U.S. Department of Health & Human Services*, 289 F.3d 281, 292 (4th Cir. 2002).

Statistical evidence. The Court examined the State’s statistical evidence of discrimination in public-sector subcontracting, including its disparity evidence and regression analysis. The Court noted that the statistical analysis analyzed the difference or disparity between the amount of subcontracting dollars minority- and women-owned businesses actually won in a market and the amount of subcontracting dollars they would be expected to win given their presence in that market. 615 F.3d 233 at 243. The Court found that the study grounded its analysis in the “disparity index,” which measures the participation of a given racial, ethnic, or gender group engaged in subcontracting. *Id.* In calculating a disparity index, the study divided the percentage of total subcontracting dollars that a particular group won by the percent that group represents in the available labor pool, and multiplied the result by 100. *Id.* The closer the resulting index is to 100, the greater that group’s participation. *Id.*

The Court held that after *Croson*, a number of our sister circuits have recognized the utility of the disparity index in determining statistical disparities in the utilization of minority- and women-owned businesses. *Id.* at 243-244 (Citations to multiple federal circuit court decisions omitted.) The Court also found that generally “courts consider a disparity index lower than 80 as an indication of discrimination.” *Id.* at 244. Accordingly, the study considered only a disparity index lower than 80 as warranting further investigation. *Id.*

The Court pointed out that after calculating the disparity index for each relevant racial or gender group, the consultant tested for the statistical significance of the results by conducting standard deviation analysis through the use of t-tests. The Court noted that standard deviation analysis

“describes the probability that the measured disparity is the result of mere chance.” 615 F.3d 233 at 244, quoting *Eng’g Contractors*, 122 F.3d at 914. The consultant considered the finding of two standard deviations to demonstrate “with 95 percent certainty that disparity, as represented by either overutilization or underutilization, is actually present.” *Id.*, citing *Eng’g Contractors*, 122 F.3d at 914.

The study analyzed the participation of minority and women subcontractors in construction contracts awarded and managed from the central NCDOT office in Raleigh, North Carolina. 615 F.3d 233 at 244. To determine utilization of minority and women subcontractors, the consultant developed a master list of contracts mainly from State-maintained electronic databases and hard copy files; then selected from that list a statistically valid sample of contracts, and calculated the percentage of subcontracting dollars awarded to minority- and women-owned businesses during the 5-year period ending in June 2003. (The study was published in 2004). *Id.* at 244.

The Court found that the use of data for centrally-awarded contracts was sufficient for its analysis. It was noted that data from construction contracts awarded and managed from the NCDOT divisions across the state and from preconstruction contracts, which involve work from engineering firms and architectural firms on the design of highways, was incomplete and not accurate. 615 F.3d 233 at 244, n.6. These data were not relied upon in forming the opinions relating to the study. *Id.* at 244, n. 6.

To estimate availability, which the Court defined as the percentage of a particular group in the relevant market area, the consultant created a vendor list comprising: (1) subcontractors approved by the department to perform subcontract work on state-funded projects, (2) subcontractors that performed such work during the study period, and (3) contractors qualified to perform prime construction work on state-funded contracts. 615 F.3d 233 at 244. The Court noted that prime construction work on state-funded contracts was included based on the testimony by the consultant that prime contractors are qualified to perform subcontracting work and often do perform such work. *Id.* at 245. The Court also noted that the consultant submitted its master list to the NCDOT for verification. *Id.* at 245.

Based on the utilization and availability figures, the study prepared the disparity analysis comparing the utilization based on the percentage of subcontracting dollars over the five year period, determining the availability in numbers of firms and their percentage of the labor pool, a disparity index which is the percentage of utilization in dollars divided by the percentage of availability multiplied by 100, and a T Value. 615 F.3d 233 at 245.

The Court concluded that the figures demonstrated prime contractors underutilized all of the minority subcontractor classifications on state-funded construction contracts during the study period. 615 F.3d 233 245. The disparity index for each group was less than 80 and, thus, the Court found warranted further investigation. *Id.* The t-test results, however, demonstrated marked underutilization only of African American and Native American subcontractors. *Id.* For African Americans the t-value fell outside of two standard deviations from the mean and, therefore, was statistically significant at a 95 percent confidence level. *Id.* The Court found there was at least a 95 percent probability that prime contractors’ underutilization of African American subcontractors was *not* the result of mere chance. *Id.*

For Native American subcontractors, the t-value of 1.41 was significant at a confidence level of approximately 85 percent. 615 F.3d 233 at 245. The t-values for Hispanic American and

Asian American subcontractors, demonstrated significance at a confidence level of approximately 60 percent. The disparity index for women subcontractors found that they were overutilized during the study period. The overutilization was statistically significant at a 95 percent confidence level. *Id.*

To corroborate the disparity study, the consultant conducted a regression analysis studying the influence of certain company and business characteristics — with a particular focus on owner race and gender — on a firm’s gross revenues. 615 F.3d 233 at 246. The consultant obtained the data from a telephone survey of firms that conducted or attempted to conduct business with the NCDOT. The survey pool consisted of a random sample of such firms. *Id.*

The consultant used the firms’ gross revenues as the dependent variable in the regression analysis to test the effect of other variables, including company age and number of full-time employees, and the owners’ years of experience, level of education, race, ethnicity, and gender. 615 F.3d 233 at 246. The analysis revealed that minority and women ownership universally had a negative effect on revenue, and African American ownership of a firm had the largest negative effect on that firm’s gross revenue of all the independent variables included in the regression model. *Id.* These findings led to the conclusion that for African Americans the disparity in firm revenue was not due to capacity-related or managerial characteristics alone. *Id.*

The Court rejected the arguments by the plaintiffs attacking the availability estimates. The Court rejected the plaintiff’s expert, Dr. George LaNoue, who testified that bidder data — reflecting the number of subcontractors that actually bid on Department subcontracts — estimates availability better than “vendor data.” 615 F.3d 233 at 246. Dr. LaNoue conceded, however, that the State does not compile bidder data and that bidder data actually reflects skewed availability in the context of a goals program that urges prime contractors to solicit bids from minority and women subcontractors. *Id.* The Court found that the plaintiff’s expert did not demonstrate that the vendor data used in the study was unreliable, or that the bidder data would have yielded less support for the conclusions reached. In sum, the Court held that the plaintiffs challenge to the availability estimate failed because it could not demonstrate that the 2004 study’s availability estimate was inadequate. *Id.* at 246. The Court cited *Concrete Works*, 321 F.3d at 991 for the proposition that a challenger cannot meet its burden of proof through conjecture and unsupported criticisms of the state’s evidence,” and that the plaintiff Rowe presented no viable alternative for determining availability. *Id.* at 246-247, citing *Concrete Works*, 321 F.3d 991 and *Sherbrooke Turf, Inc. v. Minn. Department of Transportation*, 345 F.3d 964, 973 (8th Cir. 2003).

The Court also rejected the plaintiff’s argument that minority subcontractors participated on state-funded projects at a level consistent with their availability in the relevant labor pool, based on the state’s response that evidence as to the *number* of minority subcontractors working with state-funded projects does not effectively rebut the evidence of discrimination in terms of subcontracting *dollars*. 615 F.3d 233 at 247. The State pointed to evidence indicating that prime contractors used minority businesses for low-value work in order to comply with the goals, and that African American ownership had a significant negative impact on firm revenue unrelated to firm capacity or experience. *Id.* The Court concluded plaintiff did not offer any contrary evidence. *Id.*

The Court found that the State bolstered its position by presenting evidence that minority subcontractors have the capacity to perform higher-value work. 615 F.3d 233 at 247. The study concluded, based on a sample of subcontracts and reports of annual firm revenue, that exclusion of

minority subcontractors from contracts under \$500,000 was not a function of capacity. *Id.* at 247. Further, the State showed that over 90 percent of the NCDOT's subcontracts were valued at \$500,000 or less, and that capacity constraints do not operate with the same force on subcontracts as they may on prime contracts because subcontracts tend to be relatively small. *Id.* at 247. The Court pointed out that the Court in *Rothe II*, 545 F.3d at 1042-45, faulted disparity analyses of total construction dollars, including prime contracts, for failing to account for the relative capacity of firms in that case. *Id.* at 247.

The Court pointed out that in addition to the statistical evidence, the State also presented evidence demonstrating that from 1991 to 1993, during the Program's suspension, prime contractors awarded substantially fewer subcontracting dollars to minority and women subcontractors on state-funded projects. The Court rejected the plaintiff's argument that evidence of a decline in utilization does not raise an inference of discrimination. 615 F.3d 233 at 247-248. The Court held that the very significant decline in utilization of minority and women-subcontractors — nearly 38 percent — “surely provides a basis for a fact finder to infer that discrimination played some role in prime contractors' reduced utilization of these groups during the suspension.” *Id.* at 248, citing *Adarand v. Slater*, 228 F.3d at 1174 (finding that evidence of declining minority utilization after a program has been discontinued “strongly supports the government's claim that there are significant barriers to minority competition in the public subcontracting market, raising the specter of racial discrimination.”) The Court found such an inference is particularly compelling for minority-owned businesses because, even during the study period, prime contractors continue to underutilize them on state-funded road projects. *Id.* at 248.

Anecdotal evidence. The State additionally relied on three sources of anecdotal evidence contained in the study: a telephone survey, personal interviews, and focus groups. The Court found the anecdotal evidence showed an informal “good old boy” network of white contractors that discriminated against minority subcontractors. 615 F.3d 233 at 248. The Court noted that three-quarters of African American respondents to the telephone survey agreed that an informal network of prime and subcontractors existed in the State, as did the majority of other minorities, that more than half of African American respondents believed the network excluded their companies from bidding or awarding a contract as did many of the other minorities. *Id.* at 248. The Court found that nearly half of nonminority male respondents corroborated the existence of an informal network, however, only 17 percent of them believed that the network excluded their companies from bidding or winning contracts. *Id.*

Anecdotal evidence also showed a large majority of African American respondents reported that double standards in qualifications and performance made it more difficult for them to win bids and contracts, that prime contractors view minority firms as being less competent than nonminority firms, and that nonminority firms change their bids when not required to hire minority firms. 615 F.3d 233 at 248. In addition, the anecdotal evidence showed African American and Native American respondents believed that prime contractors sometimes dropped minority subcontractors after winning contracts. *Id.* at 248. The Court found that interview and focus-group responses echoed and underscored these reports. *Id.*

The anecdotal evidence indicated that prime contractors already know who they will use on the contract before they solicit bids: that the “good old boy network” affects business because prime

contractors just pick up the phone and call their buddies, which excludes others from that market completely; that prime contractors prefer to use other less qualified minority-owned firms to avoid subcontracting with African American-owned firms; and that prime contractors use their preferred subcontractor regardless of the bid price. 615 F.3d 233 at 248-249. Several minority subcontractors reported that prime contractors do not treat minority firms fairly, pointing to instances in which prime contractors solicited quotes the day before bids were due, did not respond to bids from minority subcontractors, refused to negotiate prices with them, or gave minority subcontractors insufficient information regarding the project. *Id.* at 249.

The Court rejected the plaintiffs' contention that the anecdotal data was flawed because the study did not verify the anecdotal data and that the consultant oversampled minority subcontractors in collecting the data. The Court stated that the plaintiffs offered no rationale as to why a fact finder could not rely on the State's "unverified" anecdotal data, and pointed out that a fact finder could very well conclude that anecdotal evidence need not- and indeed cannot-be verified because it "is nothing more than a witness' narrative of an incident told from the witness' perspective and including the witness' perceptions." 615 F.3d 233 at 249, *quoting Concrete Works*, 321 F.3d at 989.

The Court held that anecdotal evidence simply supplements statistical evidence of discrimination. *Id.* at 249. The Court rejected plaintiffs' argument that the study oversampled representatives from minority groups, and found that surveying more non-minority men would not have advanced the inquiry. *Id.* at 249. It was noted that the samples of the minority groups were randomly selected. *Id.* The Court found the state had compelling anecdotal evidence that minority subcontractors face race-based obstacles to successful bidding. *Id.* at 249.

Strong basis in evidence that the minority participation goals were necessary to remedy discrimination. The Court held that the State presented a "strong basis in evidence" for its conclusion that minority participation goals were necessary to remedy discrimination against African American and Native American subcontractors." 615 F.3d 233 at 250. Therefore, the Court held that the State satisfied the strict scrutiny test. The Court found that the State's data demonstrated that prime contractors grossly underutilized African American and Native American subcontractors in public sector subcontracting during the study. *Id.* at 250. The Court noted that these findings have particular resonance because since 1983, North Carolina has encouraged minority participation in state-funded highway projects, and yet African American and Native American subcontractors continue to be underutilized on such projects. *Id.* at 250.

In addition, the Court found the disparity index in the study demonstrated statistically significant underutilization of African American subcontractors at a 95 percent confidence level, and of Native American subcontractors at a confidence level of approximately 85 percent. 615 F.3d 233 at 250. The Court concluded the State bolstered the disparity evidence with regression analysis demonstrating that African American ownership correlated with a significant, negative impact on firm revenue, and demonstrated there was a dramatic decline in the utilization of minority subcontractors during the suspension of the program in the 1990s. *Id.*

Thus, the Court held the State's evidence showing a gross statistical disparity between the availability of qualified African American and Native American subcontractors and the amount of subcontracting dollars they win on public sector contracts established the necessary statistical foundation for upholding the minority participation goals with respect to these groups. 615 F.3d 233 at 250. The Court then found

that the State’s anecdotal evidence of discrimination against these two groups sufficiently supplemented the State’s statistical showing. *Id.* The survey in the study exposed an informal, racially exclusive network that systemically disadvantaged minority subcontractors. *Id.* at 251. The Court held that the State could conclude with good reason that such networks exert a chronic and pernicious influence on the marketplace that calls for remedial action. *Id.* The Court found the anecdotal evidence indicated that racial discrimination is a critical factor underlying the gross statistical disparities presented in the study. *Id.* at 251. Thus, the Court held that the State presented substantial statistical evidence of gross disparity, corroborated by “disturbing” anecdotal evidence.

The Court held in circumstances like these, the Supreme Court has made it abundantly clear a state can remedy a public contracting system that withholds opportunities from minority groups because of their race. 615 F.3d 233 at 251-252.

Narrowly tailored. The Court then addressed whether the North Carolina statutory scheme was narrowly tailored to achieve the State’s compelling interest in remedying discrimination against African American and Native American subcontractors in public-sector subcontracting. The following factors were considered in determining whether the statutory scheme was narrowly tailored.

Neutral measures. The Court held that narrowly tailoring requires “serious, good faith consideration of workable race-neutral alternatives,” but a state need not “exhaust [] ... every conceivable race-neutral alternative.” 615 F.3d 233 at 252 *quoting Grutter v. Bollinger*, 539 U.S. 306, 339 (2003). The Court found that the study details numerous alternative race-neutral measures aimed at enhancing the development and competitiveness of small or otherwise disadvantaged businesses in North Carolina. *Id.* at 252. The Court pointed out various race-neutral alternatives and measures, including a Small Business Enterprise Program; waiving institutional barriers of bonding and licensing requirements on certain small business contracts of \$500,000 or less; and the Department contracts for support services to assist disadvantaged business enterprises with bookkeeping and accounting, taxes, marketing, bidding, negotiation, and other aspects of entrepreneurial development. *Id.* at 252.

The Court found that plaintiff identified no viable race-neutral alternatives that North Carolina had failed to consider and adopt. The Court also found that the State had undertaken most of the race-neutral alternatives identified by USDOT in its regulations governing the Federal DBE Program. 615 F.3d 233 at 252, *citing* 49 CFR § 26.51(b). The Court concluded that the State gave serious good faith consideration to race-neutral alternatives prior to adopting the statutory scheme. *Id.*

The Court concluded that despite these race-neutral efforts, the study demonstrated disparities continue to exist in the utilization of African American and Native American subcontractors in state-funded highway construction subcontracting, and that these “persistent disparities indicate the necessity of a race-conscious remedy.” 615 F.3d 233 at 252.

Duration. The Court agreed with the district court that the program was narrowly tailored in that it set a specific expiration date and required a new disparity study every five years. 615 F.3d 233 at 253. The Court found that the program’s inherent time limit and provisions requiring regular reevaluation ensure it is carefully designed to endure only until the discriminatory impact has been eliminated. *Id.* at 253, *citing Adarand Constructors v. Slater*, 228 F.3d at 1179 (*quoting United States v. Paradise*, 480 U.S. 149, 178 (1987)).

Program’s goals related to percentage of minority subcontractors. The Court concluded that the State had demonstrated that the Program’s participation goals are related to the percentage of minority subcontractors in the relevant markets in the State. 615 F.3d 233 at 253. The Court found that the NCDOT had taken concrete steps to ensure that these goals accurately reflect the availability of minority-owned businesses on a project-by-project basis. *Id.*

Flexibility. The Court held that the Program was flexible and thus satisfied this indicator of narrow tailoring. 615 F.3d 233 at 253. The Program contemplated a waiver of project-specific goals when prime contractors make good faith efforts to meet those goals, and that the good faith efforts essentially require only that the prime contractor solicit and consider bids from minorities. *Id.* The State does not require or expect the prime contractor to accept any bid from an unqualified bidder, or any bid that is not the lowest bid. *Id.* The Court found there was a lenient standard and flexibility of the “good faith” requirement, and noted the evidence showed only 13 of 878 good faith submissions failed to demonstrate good faith efforts. *Id.*

Burden on non-MWBE/DBEs. The Court rejected the two arguments presented by plaintiff that the Program created onerous solicitation and follow-up requirements, finding that there was no need for additional employees dedicated to the task of running the solicitation program to obtain MBE/WBEs, and that there was no evidence to support the claim that plaintiff was required to subcontract millions of dollars of work that it could perform itself for less money. 615 F.3d 233 at 254. The State offered evidence from the study that prime contractors need not submit subcontract work that they can self-perform. *Id.*

Overinclusive. The Court found by its own terms the statutory scheme is not overinclusive because it limited relief to only those racial or ethnicity classifications that have been subjected to discrimination in the relevant marketplace and that had been adversely affected in their ability to obtain contracts with the Department. 615 F.3d 233 at 254. The Court concluded that in tailoring the remedy this way, the legislature did not randomly include racial groups that may never have suffered from discrimination in the construction industry, but rather, contemplated participation goals only for those groups shown to have suffered discrimination. *Id.*

In sum, the Court held that the statutory scheme is narrowly tailored to achieve the State’s compelling interest in remedying discrimination in public-sector subcontracting against African American and Native American subcontractors. *Id.* at 254.

Women-owned businesses overutilized. The study’s public-sector disparity analysis demonstrated that women-owned businesses won far more than their expected share of subcontracting dollars during the study period. 615 F.3d 233 at 254. In other words, the Court concluded that prime contractors substantially overutilized women subcontractors on public road construction projects. *Id.* The Court found the public-sector evidence did not evince the “exceedingly persuasive justification” the Supreme Court requires. *Id.* at 255.

The Court noted that the State relied heavily on private-sector data from the study attempting to demonstrate that prime contractors significantly underutilized women subcontractors in the general construction industry statewide and in the Charlotte, North Carolina area. 615 F.3d 233 at 255. However, because the study did not provide a t-test analysis on the private-sector disparity figures to calculate statistical significance, the Court could not determine whether this private underutilization

was “the result of mere chance.” *Id.* at 255. The Court found troubling the “evidentiary gap” that there was no evidence indicating the extent to which women-owned businesses competing on public-sector road projects vied for private-sector subcontracts in the general construction industry. *Id.* at 255. The Court also found that the State did not present any anecdotal evidence indicating that women subcontractors successfully bidding on State contracts faced private-sector discrimination. *Id.* In addition, the Court found missing any evidence prime contractors that discriminate against women subcontractors in the private sector nevertheless win public-sector contracts. *Id.*

The Court pointed out that it did not suggest that the proponent of a gender-conscious program “must always tie private discrimination to public action.” 615 F.3d 233 at 255, n. 11. But, the Court held where, as here, there existed substantial probative evidence of overutilization in the relevant public sector, a state must present something more than generalized private-sector data unsupported by compelling anecdotal evidence to justify a gender-conscious program. *Id.* at 255, n. 11.

Moreover, the Court found the state failed to establish the amount of overlap between general construction and road construction subcontracting. 615 F.3d 233 at 256. The Court said that the dearth of evidence as to the correlation between public road construction subcontracting and private general construction subcontracting severely limits the private data’s probative value in this case. *Id.*

Thus, the Court held that the State could not overcome the strong evidence of overutilization in the public sector in terms of gender participation goals, and that the proffered private-sector data failed to establish discrimination in the particular field in question. 615 F.3d 233 at 256. Further, the anecdotal evidence, the Court concluded, indicated that most women subcontractors do not experience discrimination. *Id.* Thus, the Court held that the State failed to present sufficient evidence to support the Program’s current inclusion of women subcontractors in setting participation goals. *Id.*

Holding. The Court held that the state legislature had crafted legislation that withstood the constitutional scrutiny. 615 F.3d 233 at 257. The Court concluded that in light of the statutory scheme’s flexibility and responsiveness to the realities of the marketplace, and given the State’s strong evidence of discrimination against African American and Native American subcontractors in public-sector subcontracting, the State’s application of the statute to these groups is constitutional. *Id.* at 257. However, the Court also held that because the State failed to justify its application of the statutory scheme to women, Asian American, and Hispanic American subcontractors, the Court found those applications were not constitutional.

Therefore, the Court affirmed the judgment of the district court with regard to the facial validity of the statute, and with regard to its application to African American and Native American subcontractors. 615 F.3d 233 at 258. The Court reversed the district court’s judgment insofar as it upheld the constitutionality of the state legislature as applied to women, Asian American and Hispanic American subcontractors. *Id.* The Court thus remanded the case to the district court to fashion an appropriate remedy consistent with the opinion. *Id.*

Concurring opinions. It should be pointed out that there were two concurring opinions by the three Judge panel: one judge concurred in the judgment, and the other judge concurred fully in the majority opinion and the judgment.

2. *Jana-Rock Construction, Inc. v. New York State Dept. of Economic Development*, 438 F.3d 195 (2d Cir. 2006)

This recent case is instructive in connection with the determination of the groups that may be included in a MBE/WBE-type program, and the standard of analysis utilized to evaluate a local government's non-inclusion of certain groups. In this case, the Second Circuit Court of Appeals held racial classifications that are challenged as "under-inclusive" (*i.e.*, those that exclude persons from a particular racial classification) are subject to a "rational basis" review, not strict scrutiny.

Plaintiff Luiere, a 70 percent shareholder of Jana-Rock Construction, Inc. ("Jana Rock") and the "son of a Spanish mother whose parents were born in Spain," challenged the constitutionality of the State of New York's definition of "Hispanic" under its local minority-owned business program. 438 F.3d 195, 199-200 (2d Cir. 2006). Under the USDOT regulations, 49 CFR § 26.5, "Hispanic Americans" are defined as "persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race." *Id.* at 201. Upon proper application, Jana-Rock was certified by the New York Department of Transportation as a Disadvantaged Business Enterprise ("DBE") under the federal regulations. *Id.*

However, unlike the federal regulations, the State of New York's local minority-owned business program included in its definition of minorities "Hispanic persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American of either Indian or Hispanic origin, regardless of race." The definition did not include all persons from, or descendants of persons from, Spain or Portugal. *Id.* Accordingly, Jana-Rock was denied MBE certification under the local program; Jana-Rock filed suit alleging a violation of the Equal Protection Clause. *Id.* at 202-03. The plaintiff conceded that the overall minority-owned business program satisfied the requisite strict scrutiny, but argued that the definition of "Hispanic" was fatally under-inclusive. *Id.* at 205.

The Second Circuit found that the narrow-tailoring prong of the strict scrutiny analysis "allows New York to identify which groups it is prepared to prove are in need of affirmative action without demonstrating that no other groups merit consideration for the program." *Id.* at 206. The court found that evaluating under-inclusiveness as an element of the strict scrutiny analysis was at odds with the United States Supreme Court decision in *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989) which required that affirmative action programs be no broader than necessary. *Id.* at 207-08. The court similarly rejected the argument that the state should mirror the federal definition of "Hispanic," finding that Congress has more leeway than the states to make broader classifications because Congress is making such classifications on the national level. *Id.* at 209.

The court opined — without deciding — that it may be impermissible for New York to simply adopt the "federal USDOT definition of Hispanic without at least making an independent assessment of discrimination against Hispanics of Spanish Origin in New York." *Id.* Additionally, finding that the plaintiff failed to point to any discriminatory purpose by New York in failing to include persons of Spanish or Portuguese descent, the court determined that the rational basis analysis was appropriate. *Id.* at 213.

The court held that the plaintiff failed the rational basis test for three reasons: (1) because it was not irrational nor did it display animus to exclude persons of Spanish and Portuguese descent from the definition of Hispanic; (2) because the fact the plaintiff could demonstrate evidence of discrimination

that he personally had suffered did not render New York's decision to exclude persons of Spanish and Portuguese descent irrational; and (3) because the fact New York may have relied on Census data including a small percentage of Hispanics of Spanish descent did not mean that it was irrational to conclude that Hispanics of Latin American origin were in greater need of remedial legislation. *Id.* at 213-14. Thus, the Second Circuit affirmed the conclusion that New York had a rational basis for its definition to not include persons of Spanish and Portuguese descent, and thus affirmed the district court decision upholding the constitutionality of the challenged definition.

3. *Rapid Test Prods., Inc. v. Durham Sch. Servs., Inc.*, 460 F.3d 859 (7th Cir. 2006)

In *Rapid Test Products, Inc. v. Durham School Services Inc.*, the Seventh Circuit Court of Appeals held that 42 U.S.C. § 1981 (the federal anti-discrimination law) did not provide an "entitlement" in disadvantaged businesses to receive contracts subject to set-aside programs; rather, § 1981 provided a remedy for individuals who were subject to discrimination.

Durham School Services, Inc. ("Durham"), a prime contractor, submitted a bid for and won a contract with an Illinois school district. The contract was subject to a set-aside program reserving some of the subcontracts for disadvantaged business enterprises (a race- and gender-conscious program). Prior to bidding, Durham negotiated with Rapid Test Products, Inc. ("Rapid Test"), made one payment to Rapid Test as an advance, and included Rapid Test in its final bid. Rapid Test believed it had received the subcontract. However, after the school district awarded the contract to Durham, Durham gave the subcontract to one of Rapid Test's competitor's, a business owned by an Asian male. The school district agreed to the substitution. Rapid Test brought suit against Durham under 42 U.S.C. § 1981 alleging that Durham discriminated against it because Rapid's owner was a black woman.

The district court granted summary judgment in favor of Durham holding the parties' dealing had been too indefinite to create a contract. On appeal, the Seventh Circuit Court of Appeals stated that "§ 1981 establishes a rule against discrimination in contracting and does not create any entitlement to be the beneficiary of a contract reserved for firms owned by specified racial, sexual, ethnic, or religious groups. Arguments that a particular set-aside program is a lawful remedy for prior discrimination may or may not prevail if a potential subcontractor claims to have been excluded, but it is to victims of discrimination rather than frustrated beneficiaries that § 1981 assigns the right to litigate."

The court held that if race or sex discrimination is the reason why Durham did not award the subcontract to Rapid Test, then § 1981 provides relief. Having failed to address this issue, the Seventh Circuit Court of Appeals remanded the case to the district court to determine whether Rapid Test had evidence to back up its claim that race and sex discrimination, rather than a nondiscriminatory reason such as inability to perform the services Durham wanted, accounted for Durham's decision to hire Rapid Test's competitor.

4. *Virdi v. DeKalb County School District*, 135 Fed. Appx. 262, 2005 WL 138942 (11th Cir. 2005) (unpublished opinion)

Although it is an unpublished opinion, *Virdi v. DeKalb County School District* is a recent Eleventh Circuit decision reviewing a challenge to a local government MBE/WBE-type program, which is

instructive to the disparity study. In *Virdi*, the Eleventh Circuit struck down a MBE/WBE goal program that the court held contained racial classifications. The court based its ruling primarily on the failure of the DeKalb County School District (the “District”) to seriously consider and implement a race-neutral program and to the infinite duration of the program.

Plaintiff Virdi, an Asian American architect of Indian descent, filed suit against the District, members of the DeKalb County Board of Education (both individually and in their official capacities) (the “Board”) and the Superintendent (both individually and in his official capacity) (collectively “defendants”) pursuant to 42 U.S.C. §§ 1981 and 1983 and the Fourteenth Amendment alleging that they discriminated against him on the basis of race when awarding architectural contracts. 135 Fed. Appx. 262, 264 (11th Cir. 2005). Virdi also alleged the school district’s Minority Vendor Involvement Program was facially unconstitutional. *Id.*

The district court initially granted the defendants’ Motions for Summary Judgment on all of Virdi’s claims and the Eleventh Circuit Court of Appeals reversed in part, vacated in part, and remanded. *Id.* On remand, the district court granted the defendants’ Motion for Partial Summary Judgment on the facial challenge, and then granted the defendants’ motion for a judgment as a matter of law on the remaining claims at the close of Virdi’s case. *Id.*

In 1989, the Board appointed the Tillman Committee (the “Committee”) to study participation of female- and minority-owned businesses with the District. *Id.* The Committee met with various District departments and a number of minority contractors who claimed they had unsuccessfully attempted to solicit business with the District. *Id.* Based upon a “general feeling” that minorities were under-represented, the Committee issued the Tillman Report (the “Report”) stating “the Committee’s impression that [m]inorities ha[d] not participated in school board purchases and contracting in a ratio reflecting the minority make-up of the community.” *Id.* The Report contained no specific evidence of past discrimination nor any factual findings of discrimination. *Id.*

The Report recommended that the District: (1) Advertise bids and purchasing opportunities in newspapers targeting minorities, (2) conduct periodic seminars to educate minorities on doing business with the District, (3) notify organizations representing minority firms regarding bidding and purchasing opportunities, and (4) publish a “how to” booklet to be made available to any business interested in doing business with the District.

Id. The Report also recommended that the District adopt annual, aspirational participation goals for women- and minority-owned businesses. *Id.* The Report contained statements indicating the selection process should remain neutral and recommended that the Board adopt a non-discrimination statement. *Id.*

In 1991, the Board adopted the Report and implemented several of the recommendations, including advertising in the AJC, conducting seminars, and publishing the “how to” booklet. *Id.* The Board also implemented the Minority Vendor Involvement Program (the “MVP”) which adopted the participation goals set forth in the Report. *Id.* at 265.

The Board delegated the responsibility of selecting architects to the Superintendent. *Id.* Virdi sent a letter to the District in October 1991 expressing interest in obtaining architectural contracts. *Id.* Virdi sent the letter to the District Manager and sent follow-up literature; he re-contacted the District

Manager in 1992 and 1993. *Id.* In August 1994, Virdi sent a letter and a qualifications package to a project manager employed by Heery International. *Id.* In a follow-up conversation, the project manager allegedly told Virdi that his firm was not selected not based upon his qualifications, but because the “District was only looking for ‘black-owned firms.’” *Id.* Virdi sent a letter to the project manager requesting confirmation of his statement in writing and the project manager forwarded the letter to the District. *Id.*

After a series of meetings with District officials, in 1997, Virdi met with the newly hired Executive Director. *Id.* at 266. Upon request of the Executive Director, Virdi re-submitted his qualifications but was informed that he would be considered only for future projects (Phase III SPLOST projects). *Id.* Virdi then filed suit before any Phase III SPLOST projects were awarded. *Id.*

The Eleventh Circuit considered whether the MVP was facially unconstitutional and whether the defendants intentionally discriminated against Virdi on the basis of his race. The court held that strict scrutiny applies to all racial classifications and is not limited to merely set-asides or mandatory quotas; therefore, the MVP was subject to strict scrutiny because it contained racial classifications. *Id.* at 267. The court first questioned whether the identified government interest was compelling. *Id.* at 268. However, the court declined to reach that issue because it found the race-based participation goals were not narrowly tailored to achieving the identified government interest. *Id.*

The court held the MVP was not narrowly tailored for two reasons. *Id.* First, because no evidence existed that the District considered race-neutral alternatives to “avoid unwitting discrimination.” The court found that “[w]hile narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, it does require serious, good faith consideration of whether such alternatives could serve the governmental interest at stake.” *Id.*, citing *Grutter v. Bollinger*, 539 U.S. 306, 339 (2003), and *Richmond v. J.A. Croson Co.*, 488 U.S. 469, 509-10 (1989). The court found that District could have engaged in any number of equally effective race-neutral alternatives, including using its outreach procedure and tracking the participation and success of minority-owned business as compared to non-minority-owned businesses. *Id.* at 268, n.8. Accordingly, the court held the MVP was not narrowly tailored. *Id.* at 268.

Second, the court held that the unlimited duration of the MVP’s racial goals negated a finding of narrow tailoring. *Id.* “[R]ace conscious ... policies must be limited in time.” *Id.*, citing *Grutter*, 539 U.S. at 342, and *Walker v. City of Mesquite, TX*, 169 F.3d 973, 982 (5th Cir. 1999). The court held that because the government interest could have been achieved utilizing race-neutral measures, and because the racial goals were not temporally limited, the MVP could not withstand strict scrutiny and was unconstitutional on its face. *Id.* at 268.

With respect to Virdi’s claims of intentional discrimination, the court held that although the MVP was facially unconstitutional, no evidence existed that the MVP or its unconstitutionality caused Virdi to lose a contract that he would have otherwise received. *Id.* Thus, because Virdi failed to establish a causal connection between the unconstitutional aspect of the MVP and his own injuries, the court affirmed the district court’s grant of judgment on that issue. *Id.* at 269. Similarly, the court found that Virdi presented insufficient evidence to sustain his claims against the Superintendent for intentional discrimination. *Id.*

The court reversed the district court's order pertaining to the facial constitutionality of the MVP's racial goals, and affirmed the district court's order granting defendants' motion on the issue of intentional discrimination against Viridi. *Id.* at 270.

5. *Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950 (10th Cir. 2003), cert. denied, 540 U.S. 1027, 124 S. Ct. 556 (2003) (Scalia, Justice with whom the Chief Justice Rehnquist, joined, dissenting from the denial of certiorari)

This case is instructive to the disparity study because it is one of the only recent decisions to uphold the validity of a local government MBE/WBE program. It is significant to note that the Tenth Circuit did not apply the narrowly tailored test and thus did not rule on an application of the narrowly tailored test, instead finding that the plaintiff had waived that challenge in one of the earlier decisions in the case. This case also is one of the only cases to have found private sector marketplace discrimination as a basis to uphold an MBE/WBE-type program.

In *Concrete Works* the United States Court of Appeals for the Tenth Circuit held that the City and County of Denver had a compelling interest in limiting race discrimination in the construction industry, that the City had an important governmental interest in remedying gender discrimination in the construction industry, and found that the City and County of Denver had established a compelling governmental interest to have a race- and gender-based program. In *Concrete Works*, the Court of Appeals did not address the issue of whether the MWBE Ordinance was narrowly tailored because it held the district court was barred under the law of the case doctrine from considering that issue since it was not raised on appeal by the plaintiff construction companies after they had lost that issue on summary judgment in an earlier decision. Therefore, the Court of Appeals did not reach a decision as to narrowly tailoring or consider that issue in the case.

Case history. Plaintiff, Concrete Works of Colorado, Inc. (“CWC”) challenged the constitutionality of an “affirmative action” ordinance enacted by the City and County of Denver (hereinafter the “City” or “Denver”). 321 F.3d 950, 954 (10th Cir. 2003). The ordinance established participation goals for racial minorities and women on certain City construction and professional design projects. *Id.*

The City enacted an Ordinance No. 513 (“1990 Ordinance”) containing annual goals for MBE/WBE utilization on all competitively bid projects. *Id.* at 956. A prime contractor could also satisfy the 1990 Ordinance requirements by using “good faith efforts.” *Id.* In 1996, the City replaced the 1990 Ordinance with Ordinance No. 304 (the “1996 Ordinance”). The district court stated that the 1996 Ordinance differed from the 1990 Ordinance by expanding the definition of covered contracts to include some privately financed contracts on City-owned land; added updated information and findings to the statement of factual support for continuing the program; refined the requirements for MBE/WBE certification and graduation; mandated the use of MBEs and WBEs on change orders; and expanded sanctions for improper behavior by MBEs, WBEs or majority-owned contractors in failing to perform the affirmative action commitments made on City projects. *Id.* at 956-57.

The 1996 Ordinance was amended in 1998 by Ordinance No. 948 (the “1998 Ordinance”). The 1998 Ordinance reduced annual percentage goals and prohibited an MBE or a WBE, acting as a bidder, from counting self-performed work toward project goals. *Id.* at 957.

CWC filed suit challenging the constitutionality of the 1990 Ordinance. *Id.* The district court conducted a bench trial on the constitutionality of the three ordinances. *Id.* The district court ruled in favor of CWC and concluded that the ordinances violated the Fourteenth Amendment. *Id.* The City then appealed to the Tenth Circuit Court of Appeals. *Id.* The Court of Appeals reversed and remanded. *Id.* at 954.

The Court of Appeals applied strict scrutiny to race-based measures and intermediate scrutiny to the gender-based measures. *Id.* at 957-58, 959. The Court of Appeals also cited *Richmond v. J.A. Croson Co.*, for the proposition that a governmental entity “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.” 488 U.S. 469, 492 (1989) (plurality opinion). Because “an effort to alleviate the effects of *societal* discrimination is not a compelling interest,” the Court of Appeals held that Denver could demonstrate that its interest is compelling only if it (1) identified the past or present discrimination “with some specificity,” and (2) demonstrated that a “strong basis in evidence” supports its conclusion that remedial action is necessary. *Id.* at 958, *quoting Shaw v. Hunt*, 517 U.S. 899, 909-10 (1996).

The court held that Denver could meet its burden without conclusively proving the existence of past or present racial discrimination. *Id.* Rather, Denver could rely on “empirical evidence that demonstrates ‘a significant statistical disparity between the number of qualified minority contractors ... and the number of such contractors actually engaged by the locality or the locality’s prime contractors.’” *Id.*, *quoting Croson*, 488 U.S. at 509 (plurality opinion). Furthermore, the Court of Appeals held that Denver could rely on statistical evidence gathered from the six-county Denver Metropolitan Statistical Area (MSA) and could supplement the statistical evidence with anecdotal evidence of public and private discrimination. *Id.*

The Court of Appeals held that Denver could establish its compelling interest by presenting evidence of its own direct participation in racial discrimination or its passive participation in private discrimination. *Id.* The Court of Appeals held that once Denver met its burden, CWC had to introduce “credible, particularized evidence to rebut [Denver’s] initial showing of the existence of a compelling interest, which could consist of a neutral explanation for the statistical disparities.” *Id.* (internal citations and quotations omitted). The Court of Appeals held that CWC could also rebut Denver’s statistical evidence “by (1) showing that the statistics are flawed; (2) demonstrating that the disparities shown by the statistics are not significant or actionable; or (3) presenting contrasting statistical data.” *Id.* (internal citations and quotations omitted). The Court of Appeals held that the burden of proof at all times remained with CWC to demonstrate the unconstitutionality of the ordinances. *Id.* at 960.

The Court of Appeals held that to meet its burden of demonstrating an important governmental interest per the intermediate scrutiny analysis, Denver must show that the gender-based measures in the ordinances were based on “reasoned analysis rather than through the mechanical application of traditional, often inaccurate, assumptions.” *Id.*, *quoting Miss. Univ. for Women v. Hogan*, 458 U.S. 718, 726 (1982).

The studies. Denver presented historical, statistical and anecdotal evidence in support of its MBE/WBE programs. Denver commissioned a number of studies to assess its MBE/WBE programs. *Id.* at 962. The consulting firm hired by Denver utilized disparity indices in part. *Id.* at 962.

The 1990 Study also examined MBE and WBE utilization in the overall Denver MSA construction market, both public and private. *Id.* at 963.

The consulting firm also interviewed representatives of MBEs, WBEs, majority-owned construction firms, and government officials. *Id.* Based on this information, the 1990 Study concluded that, despite Denver's efforts to increase MBE and WBE participation in Denver Public Works projects, some Denver employees and private contractors engaged in conduct designed to circumvent the goals program. *Id.* After reviewing the statistical and anecdotal evidence contained in the 1990 Study, the City Council enacted the 1990 Ordinance. *Id.*

After the Tenth Circuit decided *Concrete Works II*, Denver commissioned another study (the "1995 Study"). *Id.* at 963. Using 1987 Census Bureau data, the 1995 Study again examined utilization of MBEs and WBEs in the construction and professional design industries within the Denver MSA. *Id.* The 1995 Study concluded that MBEs and WBEs were more likely to be one-person or family-run businesses. The Study concluded that Hispanic-owned firms were less likely to have paid employees than white-owned firms but that Asian/Native American-owned firms were more likely to have paid employees than white- or other minority-owned firms. To determine whether these factors explained overall market disparities, the 1995 Study used the Census data to calculate disparity indices for all firms in the Denver MSA construction industry and separately calculated disparity indices for firms with paid employees and firms with no paid employees. *Id.* at 964.

The Census Bureau information was also used to examine average revenues per employee for Denver MSA construction firms with paid employees. Hispanic-, Asian-, Native American- and women-owned firms with paid employees all reported lower revenues per employee than majority-owned firms. The 1995 Study also used 1990 Census data to calculate rates of self-employment within the Denver MSA construction industry. The Study concluded that the disparities in the rates of self-employment for blacks, Hispanics, and women persisted even after controlling for education and length of work experience. The 1995 Study controlled for these variables and reported that blacks and Hispanics working in the Denver MSA construction industry were less than half as likely to own their own businesses as were whites of comparable education and experience. *Id.*

In late 1994 and early 1995, a telephone survey of construction firms doing business in the Denver MSA was conducted. *Id.* at 965. Based on information obtained from the survey, the consultant calculated percentage utilization and percentage availability of MBEs and WBEs. Percentage utilization was calculated from revenue information provided by the responding firms. Percentage availability was calculated based on the number of MBEs and WBEs that responded to the survey question regarding revenues. Using these utilization and availability percentages, the 1995 Study showed disparity indices of 64 for MBEs and 70 for WBEs in the construction industry. In the professional design industry, disparity indices were 67 for MBEs and 69 for WBEs. The 1995 Study concluded that the disparity indices obtained from the telephone survey data were more accurate than those obtained from the 1987 Census data because the data obtained from the telephone survey were more recent, had a narrower focus, and included data on C corporations. Additionally, it was possible to calculate disparity indices for professional design firms from the survey data. *Id.*

In 1997, the City conducted another study to estimate the availability of MBEs and WBEs and to examine, *inter alia*, whether race and gender discrimination limited the participation of MBEs and WBEs in construction projects of the type typically undertaken by the City (the "1997 Study"). *Id.* at

966. The 1997 Study used geographic and specialization information to calculate MBE/WBE availability. Availability was defined as “the ratio of MBE/WBE firms to the total number of firms in the four-digit SIC codes and geographic market area relevant to the City’s contracts.” *Id.*

The 1997 Study compared MBE/WBE availability and utilization in the Colorado construction industry. *Id.* The statewide market was used because necessary information was unavailable for the Denver MSA. *Id.* at 967. Additionally, data collected in 1987 by the Census Bureau was used because more current data was unavailable. The Study calculated disparity indices for the statewide construction market in Colorado as follows: 41 for African American firms, 40 for Hispanic firms, 14 for Asian and other minorities, and 74 for women-owned firms. *Id.*

The 1997 Study also contained an analysis of whether African Americans, Hispanics, or Asian Americans working in the construction industry are less likely to be self-employed than similarly situated whites. *Id.* Using data from the Public Use Microdata Samples (“PUMS”) of the 1990 Census of Population and Housing, the Study used a sample of individuals working in the construction industry. The Study concluded that in both Colorado and the Denver MSA, African Americans, Hispanic Americans and Native Americans working in the construction industry had lower self-employment rates than whites. Asian Americans had higher self-employment rates than whites.

Using the availability figures calculated earlier in the Study, the Study then compared the actual availability of MBE/WBEs in the Denver MSA with the potential availability of MBE/WBEs if they formed businesses at the same rate as whites with the same characteristics. *Id.* Finally, the Study examined whether self-employed minorities and women in the construction industry have lower earnings than white males with similar characteristics. *Id.* at 968. Using linear regression analysis, the Study compared business owners with similar years of education, of similar age, doing business in the same geographic area, and having other similar demographic characteristics. Even after controlling for several factors, the results showed that self-employed African Americans, Hispanics, Native Americans, and women had lower earnings than white males. *Id.*

The 1997 Study also conducted a mail survey of both MBE/WBEs and non-MBE/WBEs to obtain information on their experiences in the construction industry. Of the MBE/WBEs who responded, 35 percent indicated that they had experienced at least one incident of disparate treatment within the last five years while engaged in business activities. The survey also posed the following question: “How often do prime contractors who use your firm as a subcontractor on public sector projects with [MBE/WBE] goals or requirements ... also use your firm on public sector or private sector projects without [MBE/WBE] goals or requirements?” Fifty-eight percent of minorities and 41 percent of white women who responded to this question indicated they were “seldom or never” used on non-goals projects. *Id.*

MBE/WBEs were also asked whether the following aspects of procurement made it more difficult or impossible to obtain construction contracts: (1) bonding requirements, (2) insurance requirements, (3) large project size, (4) cost of completing proposals, (5) obtaining working capital, (6) length of notification for bid deadlines, (7) prequalification requirements, and (8) previous dealings with an agency. This question was also asked of non-MBE/WBEs in a separate survey. With one exception, MBE/WBEs considered each aspect of procurement more problematic than non-MBE/WBEs. To determine whether a firm’s size or experience explained the different responses, a regression analysis was conducted that controlled for age of the firm, number of employees, and level of revenues. The

results again showed that with the same, single exception, MBE/WBEs had more difficulties than non-MBE/WBEs with the same characteristics. *Id.* at 968-69.

After the 1997 Study was completed, the City enacted the 1998 Ordinance. The 1998 Ordinance reduced the annual goals to 10 percent for both MBEs and WBEs and eliminated a provision which previously allowed MBE/WBEs to count their own work toward project goals. *Id.* at 969.

The anecdotal evidence included the testimony of the senior vice-president of a large, majority-owned construction firm who stated that when he worked in Denver, he received credible complaints from minority and women-owned construction firms that they were subject to different work rules than majority-owned firms. *Id.* He also testified that he frequently observed graffiti containing racial or gender epithets written on job sites in the Denver metropolitan area. Further, he stated that he believed, based on his personal experiences, that many majority-owned firms refused to hire minority- or women-owned subcontractors because they believed those firms were not competent. *Id.*

Several MBE/WBE witnesses testified that they experienced difficulty prequalifying for private sector projects and projects with the City and other governmental entities in Colorado. One individual testified that her company was required to prequalify for a private sector project while no similar requirement was imposed on majority-owned firms. Several others testified that they attempted to prequalify for projects but their applications were denied even though they met the prequalification requirements. *Id.*

Other MBE/WBEs testified that their bids were rejected even when they were the lowest bidder; that they believed they were paid more slowly than majority-owned firms on both City projects and private sector projects; that they were charged more for supplies and materials; that they were required to do additional work not part of the subcontracting arrangement; and that they found it difficult to join unions and trade associations. *Id.* There was testimony detailing the difficulties MBE/WBEs experienced in obtaining lines of credit. One WBE testified that she was given a false explanation of why her loan was declined; another testified that the lending institution required the co-signature of her husband even though her husband, who also owned a construction firm, was not required to obtain her co-signature; a third testified that the bank required her father to be involved in the lending negotiations. *Id.*

The court also pointed out anecdotal testimony involving recitations of racially- and gender-motivated harassment experienced by MBE/WBEs at work sites. There was testimony that minority and female employees working on construction projects were physically assaulted and fondled, spat upon with chewing tobacco, and pelted with two-inch bolts thrown by males from a height of 80 feet. *Id.* at 969-70.

The legal framework applied by the court. The Court held that the district court incorrectly believed Denver was required to prove the existence of discrimination. Instead of considering whether Denver had demonstrated strong evidence from which an inference of past or present discrimination could be drawn, the district court analyzed whether Denver's evidence showed that there is pervasive discrimination. *Id.* at 970. The court, *quoting Concrete Works II*, stated that "the Fourteenth Amendment does not require a court to make an ultimate finding of discrimination before a municipality may take affirmative steps to eradicate discrimination." *Id.* at 970, *quoting*

Concrete Works II, 36 F.3d 1513, 1522 (10th Cir. 1994). Denver’s initial burden was to demonstrate that strong evidence of discrimination supported its conclusion that remedial measures were necessary. Strong evidence is that “approaching a prima facie case of a constitutional or statutory violation,” not irrefutable or definitive proof of discrimination. *Id.* at 97, quoting *Croson*, 488 U.S. at 500. The burden of proof at all times remained with the contractor plaintiff to prove by a preponderance of the evidence that Denver’s “evidence did not support an inference of prior discrimination and thus a remedial purpose.” *Id.*, quoting *Adarand VII*, 228 F.3d at 1176.

Denver, the Court held, did introduce evidence of discrimination against each group included in the ordinances. *Id.* at 971. Thus, Denver’s evidence did not suffer from the problem discussed by the court in *Croson*. The Court held the district court erroneously concluded that Denver must demonstrate that the private firms directly engaged in any discrimination in which Denver passively participates do so intentionally, with the purpose of disadvantaging minorities and women. The *Croson* majority concluded that a “city would have a compelling interest in preventing its tax dollars from assisting [local trade] organizations in maintaining a racially segregated construction market.” *Id.* at 971, quoting *Croson*, 488 U.S. 503. Thus, the Court held Denver’s burden was to introduce evidence which raised the inference of discriminatory exclusion in the local construction industry and linked its spending to that discrimination. *Id.*

The Court noted the Supreme Court has stated that the inference of discriminatory exclusion can arise from statistical disparities. *Id.*, citing *Croson*, 488 U.S. at 503. Accordingly, it concluded that Denver could meet its burden through the introduction of statistical and anecdotal evidence. To the extent the district court required Denver to introduce additional evidence to show discriminatory motive or intent on the part of private construction firms, the district court erred. Denver, according to the Court, was under no burden to identify any specific practice or policy that resulted in discrimination. Neither was Denver required to demonstrate that the purpose of any such practice or policy was to disadvantage women or minorities. *Id.* at 972.

The court found Denver’s statistical and anecdotal evidence relevant because it identifies discrimination in the local construction industry, not simply discrimination in society. The court held the genesis of the identified discrimination is irrelevant and the district court erred when it discounted Denver’s evidence on that basis. *Id.*

The court held the district court erroneously rejected the evidence Denver presented on marketplace discrimination. *Id.* at 973. The court rejected the district court’s erroneous legal conclusion that a municipality may only remedy its own discrimination. The court stated this conclusion is contrary to the holdings in *Concrete Works II* and the plurality opinion in *Croson*. *Id.* The court held it previously recognized in this case that “a municipality has a compelling interest in taking affirmative steps to remedy both public *and private* discrimination specifically identified in its area.” *Id.*, quoting *Concrete Works II*, 36 F.3d at 1529 (emphasis added). In *Concrete Works II*, the court stated that “we do not read *Croson* as requiring the municipality to identify an exact linkage between its award of public contracts and private discrimination.” *Id.*, quoting *Concrete Works II*, 36 F.3d at 1529.

The court stated that Denver could meet its burden of demonstrating its compelling interest with evidence of private discrimination in the local construction industry coupled with evidence that it has become a passive participant in that discrimination. *Id.* at 973. Thus, Denver was not required to demonstrate that it is “guilty of prohibited discrimination” to meet its initial burden. *Id.*

Additionally, the court had previously concluded that Denver’s statistical studies, which compared utilization of MBE/WBEs to availability, supported the inference that “local prime contractors” are engaged in racial and gender discrimination. *Id.* at 974, quoting *Concrete Works II*, 36 F.3d at 1529. Thus, the court held Denver’s disparity studies should not have been discounted because they failed to specifically identify those individuals or firms responsible for the discrimination. *Id.*

The Court’s rejection of CWC’s arguments and the district court findings.

Use of marketplace data. The court held the district court, inter alia, erroneously concluded that the disparity studies upon which Denver relied were significantly flawed because they measured discrimination in the overall Denver MSA construction industry, not discrimination by the City itself. *Id.* at 974. The court found that the district court’s conclusion was directly contrary to the holding in *Adarand VII* that evidence of both public and private discrimination in the construction industry is relevant. *Id.*, citing *Adarand VII*, 228 F.3d at 1166-67).

The court held the conclusion reached by the majority in *Croson* that marketplace data are relevant in equal protection challenges to affirmative action programs was consistent with the approach later taken by the court in *Shaw v. Hunt*. *Id.* at 975. In *Shaw*, a majority of the court relied on the majority opinion in *Croson* for the broad proposition that a governmental entity’s “interest in remedying the effects of past or present racial discrimination may in the proper case justify a government’s use of racial distinctions.” *Id.*, quoting *Shaw*, 517 U.S. at 909. The *Shaw* court did not adopt any requirement that only discrimination by the governmental entity, either directly or by utilizing firms engaged in discrimination on projects funded by the entity, was remediable. The court, however, did set out two conditions that must be met for the governmental entity to show a compelling interest. “First, the discrimination must be identified discrimination.” *Id.* at 976, quoting *Shaw*, 517 U.S. at 910. The City can satisfy this condition by identifying the discrimination, “‘public or private, with some specificity.’” *Id.* at 976, citing *Shaw*, 517 U.S. at 910, quoting *Croson*, 488 U.S. at 504 (emphasis added). The governmental entity must also have a “strong basis in evidence to conclude that remedial action was necessary.” *Id.* Thus, the court concluded *Shaw* specifically stated that evidence of either public or private discrimination could be used to satisfy the municipality’s burden of producing strong evidence. *Id.* at 976.

In *Adarand VII*, the court noted it concluded that evidence of marketplace discrimination can be used to support a compelling interest in remedying past or present discrimination through the use of affirmative action legislation. *Id.*, citing *Adarand VII*, 228 F.3d at 1166-67 (“[W]e may consider public and private discrimination not only in the specific area of government procurement contracts but also in the construction industry generally; thus *any findings Congress has made as to the entire construction industry are relevant.*” (emphasis added)). Further, the court pointed out in this case it earlier rejected the argument CWC reasserted here that marketplace data are irrelevant and remanded the case to the district court to determine whether Denver could link its public spending to “the Denver MSA evidence of industry-wide discrimination.” *Id.*, quoting *Concrete Works II*, 36 F.3d at 1529. The court stated that evidence explaining “the Denver government’s role in contributing to the underutilization of MBEs and WBEs in the *private construction market in the Denver MSA*” was relevant to Denver’s burden of producing strong evidence. *Id.*, quoting *Concrete Works II*, 36 F.3d at 1530 (emphasis added).

Consistent with the court’s mandate in *Concrete Works II*, the City attempted to show at trial that it “indirectly contributed to private discrimination by awarding public contracts to firms that in turn

discriminated against MBE and/or WBE subcontractors in other private portions of their business.” *Id.* The City can demonstrate that it is a “‘passive participant’ in a system of racial exclusion practiced by elements of the local construction industry” by compiling evidence of marketplace discrimination and then linking its spending practices to the private discrimination. *Id.*, quoting *Croson*, 488 U.S. at 492.

The court rejected CWC’s argument that the lending discrimination studies and business formation studies presented by Denver were irrelevant. In *Adarand VII*, the court concluded that evidence of discriminatory barriers to the formation of businesses by minorities and women and fair competition between MBE/WBEs and majority-owned construction firms shows a “strong link” between a government’s “disbursements of public funds for construction contracts and the channeling of those funds due to private discrimination.” *Id.* at 977, quoting *Adarand VII*, 228 F.3d at 1167-68. The court found that evidence that private discrimination resulted in barriers to business formation is relevant because it demonstrates that MBE/WBEs are precluded *at the outset* from competing for public construction contracts. The court also found that evidence of barriers to fair competition is relevant because it again demonstrates that *existing* MBE/WBEs are precluded from competing for public contracts. Thus, like the studies measuring disparities in the utilization of MBE/WBEs in the Denver MSA construction industry, studies showing that discriminatory barriers to business formation exist in the Denver construction industry are relevant to the City’s showing that it indirectly participates in industry discrimination. *Id.* at 977.

The City presented evidence of lending discrimination to support its position that MBE/WBEs in the Denver MSA construction industry face discriminatory barriers to business formation. Denver introduced a disparity study prepared in 1996 and sponsored by the Denver Community Reinvestment Alliance, Colorado Capital Initiatives, and the City. The Study ultimately concluded that “despite the fact that loan applicants of three different racial/ethnic backgrounds in this sample were not appreciably different as businesspeople, they were ultimately treated differently by the lenders on the crucial issue of loan approval or denial.” *Id.* at 977-78. In *Adarand VII*, the court concluded that this study, among other evidence, “strongly support[ed] an initial showing of discrimination in lending.” *Id.* at 978, quoting *Adarand VII*, 228 F.3d at 1170, n. 13 (“Lending discrimination alone of course does not justify action in the construction market. However, the persistence of such discrimination ... supports the assertion that the formation, as well as utilization, of minority-owned construction enterprises has been impeded.”). The City also introduced anecdotal evidence of lending discrimination in the Denver construction industry.

CWC did not present any evidence that undermined the reliability of the lending discrimination evidence but simply repeated the argument, foreclosed by circuit precedent, that it is irrelevant. The court rejected the district court criticism of the evidence because it failed to determine whether the discrimination resulted from discriminatory attitudes or from the neutral application of banking regulations. The court concluded that discriminatory motive can be inferred from the results shown in disparity studies. The court held the district court’s criticism did not undermine the study’s reliability as an indicator that the City is passively participating in marketplace discrimination. The court noted that in *Adarand VII* it took “judicial notice of the obvious causal connection between access to capital and ability to implement public works construction projects.” *Id.* at 978, quoting *Adarand VII*, 228 F.3d at 1170.

Denver also introduced evidence of discriminatory barriers to competition faced by MBE/WBEs in the form of business formation studies. The 1990 Study and the 1995 Study both showed that all minority groups in the Denver MSA formed their own construction firms at rates lower than the total population but that women formed construction firms at higher rates. The 1997 Study examined self-employment rates and controlled for gender, marital status, education, availability of capital, and personal/family variables. As discussed, *supra*, the Study concluded that African Americans, Hispanics, and Native Americans working in the construction industry have lower rates of self-employment than similarly situated whites. Asian Americans had higher rates. The 1997 Study also concluded that minority and female business owners in the construction industry, with the exception of Asian American owners, have lower earnings than white male owners. This conclusion was reached after controlling for education, age, marital status, and disabilities. *Id.* at 978.

The court held that the district court's conclusion that the business formation studies could not be used to justify the ordinances conflicts with its holding in *Adarand VII*. "[T]he existence of evidence indicating that the number of [MBEs] would be significantly (but unquantifiably) higher but for such barriers is nevertheless relevant to the assessment of whether a disparity is sufficiently significant to give rise to an inference of discriminatory exclusion." *Id.* at 979, quoting *Adarand VII*, 228 F.3d at 1174.

In sum, the court held the district court erred when it refused to consider or give sufficient weight to the lending discrimination study, the business formation studies, and the studies measuring marketplace discrimination. That evidence was legally relevant to the City's burden of demonstrating a strong basis in evidence to support its conclusion that remedial legislation was necessary. *Id.* at 979-80.

Variables. CWC challenged Denver's disparity studies as unreliable because the disparities shown in the studies may be attributable to firm size and experience rather than discrimination. Denver countered, however, that a firm's size has little effect on its qualifications or its ability to provide construction services and that MBE/WBEs, like all construction firms, can perform most services either by hiring additional employees or by employing subcontractors. CWC responded that elasticity itself is relative to size and experience; MBE/WBEs are less capable of expanding because they are smaller and less experienced. *Id.* at 980.

The court concluded that even if it assumed that MBE/WBEs are less able to expand because of their smaller size and more limited experience, CWC did not respond to Denver's argument and the evidence it presented showing that experience and size are not race- and gender-neutral variables and that MBE/WBE construction firms are generally smaller and less experienced *because* of industry discrimination. *Id.* at 981. The lending discrimination and business formation studies, according to the court, both strongly supported Denver's argument that MBE/WBEs are smaller and less experienced because of marketplace and industry discrimination. In addition, Denver's expert testified that discrimination by banks or bonding companies would reduce a firm's revenue and the number of employees it could hire. *Id.*

Denver also argued its Studies controlled for size and the 1995 Study controlled for experience. It asserted that the 1990 Study measured revenues per employee for construction for MBE/WBEs and concluded that the resulting disparities, "suggest[] that even among firms of the same employment size, industry utilization of MBEs and WBEs was lower than that of non-minority male-owned

firms.” *Id.* at 982. Similarly, the 1995 Study controlled for size, calculating, *inter alia*, disparity indices for firms with no paid employees which presumably are the same size.

Based on the uncontroverted evidence presented at trial, the court concluded that the district court did not give sufficient weight to Denver’s disparity studies because of its erroneous conclusion that the studies failed to adequately control for size and experience. The court held that Denver is permitted to make assumptions about capacity and qualification of MBE/WBEs to perform construction services if it can support those assumptions. The court found the assumptions made in this case were consistent with the evidence presented at trial and supported the City’s position that a firm’s size does not affect its qualifications, willingness, or ability to perform construction services and that the smaller size and lesser experience of MBE/WBEs are, themselves, the result of industry discrimination. Further, the court pointed out CWC did not conduct its own disparity study using marketplace data and thus did not demonstrate that the disparities shown in Denver’s studies would decrease or disappear if the studies controlled for size and experience to CWC’s satisfaction. Consequently, the court held CWC’s rebuttal evidence was insufficient to meet its burden of discrediting Denver’s disparity studies on the issue of size and experience. *Id.* at 982.

Specialization. The district court also faulted Denver’s disparity studies because they did not control for firm specialization. The court noted the district court’s criticism would be appropriate only if there was evidence that MBE/WBEs are more likely to specialize in certain construction fields. *Id.* at 982.

The court found there was no identified evidence showing that certain construction specializations require skills less likely to be possessed by MBE/WBEs. The court found relevant the testimony of the City’s expert, that the data he reviewed showed that MBEs were represented “widely across the different [construction] specializations.” *Id.* at 982-83. There was no contrary testimony that aggregation bias caused the disparities shown in Denver’s studies. *Id.* at 983.

The court held that CWC failed to demonstrate that the disparities shown in Denver’s studies are eliminated when there is control for firm specialization. In contrast, one of the Denver studies, which controlled for SIC-code subspecialty and still showed disparities, provided support for Denver’s argument that firm specialization does not explain the disparities. *Id.* at 983.

The court pointed out that disparity studies may make assumptions about availability as long as the same assumptions can be made for all firms. *Id.* at 983.

Utilization of MBE/WBEs on City projects. CWC argued that Denver could not demonstrate a compelling interest because it overutilized MBE/WBEs on City construction projects. This argument, according to the court, was an extension of CWC’s argument that Denver could justify the ordinances only by presenting evidence of discrimination by the City itself or by contractors while working on City projects. Because the court concluded that Denver could satisfy its burden by showing that it is an indirect participant in industry discrimination, CWC’s argument relating to the utilization of MBE/WBEs on City projects goes only to the weight of Denver’s evidence. *Id.* at 984.

Consistent with the court’s mandate in *Concrete Works II*, at trial Denver sought to demonstrate that the utilization data from projects subject to the goals program were tainted by the program and “reflect[ed] the intended remedial effect on MBE and WBE utilization.” *Id.* at 984, *quoting Concrete*

Works II, 36 F.3d at 1526. Denver argued that the non-goals data were the better indicator of past discrimination in public contracting than the data on all City construction projects. *Id.* at 984-85. The court concluded that Denver presented ample evidence to support the conclusion that the evidence showing MBE/WBE utilization on City projects not subject to the ordinances or the goals programs is the better indicator of discrimination in City contracting. *Id.* at 985.

The court rejected CWC's argument that the marketplace data were irrelevant but agreed that the non-goals data were also relevant to Denver's burden. The court noted that Denver did not rely heavily on the non-goals data at trial but focused primarily on the marketplace studies to support its burden. *Id.* at 985.

In sum, the court held Denver demonstrated that the utilization of MBE/WBEs on City projects had been affected by the affirmative action programs that had been in place in one form or another since 1977. Thus, the non-goals data were the better indicator of discrimination in public contracting. The court concluded that, on balance, the non-goals data provided some support for Denver's position that racial and gender discrimination existed in public contracting before the enactment of the ordinances. *Id.* at 987-88.

Anecdotal evidence. The anecdotal evidence, according to the court, included several incidents involving profoundly disturbing behavior on the part of lenders, majority-owned firms, and individual employees. *Id.* at 989. The court found that the anecdotal testimony revealed behavior that was not merely sophomoric or insensitive, but which resulted in real economic or physical harm. While CWC also argued that all new or small contractors have difficulty obtaining credit and that treatment the witnesses characterized as discriminatory is experienced by all contractors, Denver's witnesses specifically testified that they believed the incidents they experienced were motivated by race or gender discrimination. The court found they supported those beliefs with testimony that majority-owned firms were not subject to the same requirements imposed on them. *Id.*

The court held there was no merit to CWC's argument that the witnesses' accounts must be verified to provide support for Denver's burden. The court stated that anecdotal evidence is nothing more than a witness' narrative of an incident told from the witness' perspective and including the witness' perceptions. *Id.*

After considering Denver's anecdotal evidence, the district court found that the evidence "shows that race, ethnicity and gender affect the construction industry and those who work in it" and that the egregious mistreatment of minority and women employees "had direct financial consequences" on construction firms. *Id.* at 989, quoting *Concrete Works III*, 86 F. Supp.2d at 1074, 1073. Based on the district court's findings regarding Denver's anecdotal evidence and its review of the record, the court concluded that the anecdotal evidence provided persuasive, un rebutted support for Denver's initial burden. *Id.* at 989-90, citing *Int'l Bhd. of Teamsters v. United States*, 431 U.S. 324, 339 (1977) (concluding that anecdotal evidence presented in a pattern or practice discrimination case was persuasive because it "brought the cold [statistics] convincingly to life").

Summary. The court held the record contained extensive evidence supporting Denver's position that it had a strong basis in evidence for concluding that the 1990 Ordinance and the 1998 Ordinance were necessary to remediate discrimination against both MBEs and WBEs. *Id.* at 990. The information available to Denver and upon which the ordinances were predicated, according to the

court, indicated that discrimination was persistent in the local construction industry and that Denver was, at least, an indirect participant in that discrimination.

To rebut Denver’s evidence, the court stated CWC was required to “establish that Denver’s evidence did not constitute strong evidence of such discrimination.” *Id.* at 991, quoting *Concrete Works II*, 36 F.3d at 1523. CWC could not meet its burden of proof through conjecture and unsupported criticisms of Denver’s evidence. Rather, it must present “credible, particularized evidence.” *Id.*, quoting *Adarand VII*, 228 F.3d at 1175. The court held that CWC did not meet its burden. CWC hypothesized that the disparities shown in the studies on which Denver relies could be explained by any number of factors other than racial discrimination. However, the court found it did not conduct its own marketplace disparity study controlling for the disputed variables and presented no other evidence from which the court could conclude that such variables explain the disparities. *Id.* at 991-92.

Narrow tailoring. Having concluded that Denver demonstrated a compelling interest in the race-based measures and an important governmental interest in the gender-based measures, the court held it must examine whether the ordinances were narrowly tailored to serve the compelling interest and are substantially related to the achievement of the important governmental interest. *Id.* at 992.

The court stated it had previously concluded in its earlier decisions that Denver’s program was narrowly tailored. CWC appealed the grant of summary judgment and that appeal culminated in the decision in *Concrete Works II*. The court reversed the grant of summary judgment on the compelling-interest issue and concluded that CWC had waived any challenge to the narrow tailoring conclusion reached by the district court. Because the court found *Concrete Works* did not challenge the district court’s conclusion with respect to the second prong of *Croson*’s strict scrutiny standard — *i.e.*, that the Ordinance is narrowly tailored to remedy past and present discrimination — the court held it need not address this issue. *Id.* at 992, citing *Concrete Works II*, 36 F.3d at 1531, n. 24.

The court concluded that the district court lacked authority to address the narrow tailoring issue on remand because none of the exceptions to the law of the case doctrine are applicable. The district court’s earlier determination that Denver’s affirmative-action measures were narrowly tailored is law of the case and binding on the parties.

6. *In re City of Memphis*, 293 F.3d 345 (6th Cir. 2002)

This case is instructive to the disparity study based on its holding that a local or state government may be prohibited from utilizing post-enactment evidence in support of a MBE/WBE-type program. 293 F.3d at 350-351. The United States Court of Appeals for the Sixth Circuit held that pre-enactment evidence was required to justify the City of Memphis’ MBE/WBE Program. *Id.* The Sixth Circuit held that a government must have had sufficient evidentiary justification for a racially conscious statute in *advance* of its passage.

The district court had ruled that the City could not introduce a post-enactment study as evidence of a compelling interest to justify its MBE/WBE Program. *Id.* at 350-351. The Sixth Circuit denied the City’s application for an interlocutory appeal on the district court’s order and refused to grant the City’s request to appeal this issue. *Id.* at 350-351.

The City argued that a substantial ground for difference of opinion existed in the federal courts of appeal. 293 F.3d at 350. The court stated some circuits permit post-enactment evidence to supplement pre-enactment evidence. *Id.* This issue, according to the Court, appears to have been resolved in the Sixth Circuit. *Id.* The Court noted the Sixth Circuit decision in *AGC v. Drabik*, 214 F.3d 730 (6th Cir. 2000), which held that under *Crosby* a State must have sufficient evidentiary justification for a racially-conscious statute in advance of its enactment, and that governmental entities must identify that discrimination with some specificity *before* they may use race-conscious relief. *Memphis*, 293 F.3d at 350-351, *citing Drabik*, 214 F.3d at 738.

The Court in *Memphis* said that although *Drabik* did not directly address the admissibility of post-enactment evidence, it held a governmental entity must have pre-enactment evidence sufficient to justify a racially-conscious statute. 293 F.3d at 351. The court concluded *Drabik* indicates the Sixth Circuit would not favor using post-enactment evidence to make that showing. *Id.* at 351. Under *Drabik*, the Court in *Memphis* held the City must present pre-enactment evidence to show a compelling state interest. *Id.* at 351.

7. Builders Ass'n of Greater Chicago v. County of Cook, Chicago, 256 F.3d 642 (7th Cir. 2001)

This case is instructive to the disparity study because of its analysis of the Cook County MBE/WBE program and the evidence used to support that program. The decision emphasizes the need for any race-conscious program to be based upon credible evidence of discrimination by the local government against MBE/WBEs and to be narrowly tailored to remedy only that identified discrimination.

In *Builders Ass'n of Greater Chicago v. County of Cook, Chicago*, 256 F.3d 642 (7th Cir. 2001) the United States Court of Appeals for the Seventh Circuit held the Cook County, Chicago MBE/WBE Program was unconstitutional. The court concluded there was insufficient evidence of a compelling interest. The court held there was no credible evidence that Cook County in the award of construction contracts discriminated against any of the groups “favored” by the Program. The court also found that the Program was not “narrowly tailored” to remedy the wrong sought to be redressed, in part because it was overinclusive in the definition of minorities. The court noted the list of minorities included groups that have not been subject to discrimination by Cook County.

The court considered as an unresolved issue whether a different, and specifically a more permissive, standard than strict scrutiny is applicable to preferential treatment on the basis of sex, rather than race or ethnicity. 256 F.3d at 644. The court noted that the United States Supreme Court in *United States v. Virginia* (“*VMI*”), 518 U.S. 515, 532 and n.6 (1996), held racial discrimination to a stricter standard than sex discrimination, although the court in *Cook County* stated the difference between the applicable standards has become “vanishingly small.” *Id.* The court pointed out that the Supreme Court said in the *VMI* case, that “parties who seek to defend gender-based government action must demonstrate an ‘exceedingly persuasive’ justification for that action . . .” and, realistically, the law can ask no more of race-based remedies either.” 256 F.3d at 644, *quoting in part VMI*, 518 U.S. at 533. The court indicated that the Eleventh Circuit Court of Appeals in the *Engineering Contract Association of South Florida, Inc. v. Metropolitan Dade County*, 122 F.3d 895, 910 (11th Cir. 1997) decision created the “paradox that a public agency can provide stronger remedies for sex discrimination than for race discrimination; it is difficult to see what sense that makes.” 256 F.3d at 644. But, since Cook County did not argue for a different standard for the minority and women’s “set-aside programs,” the

women’s program the court determined must clear the same “hurdles” as the minority program.” 256 F.3d at 644-645.

The court found that since the ordinance requires prime contractors on public projects to reserve a substantial portion of the subcontracts for minority contractors, which is inapplicable to private projects, it is “to be expected that there would be more soliciting of these contractors on public than on private projects.” *Id.* Therefore, the court did not find persuasive that there was discrimination based on this difference alone. 256 F.3d at 645. The court pointed out the County “conceded that [it] had no specific evidence of pre-enactment discrimination to support the ordinance.” 256 F.3d at 645 quoting the district court decision, 123 F.Supp.2d at 1093. The court held that a “public agency must have a strong evidentiary basis for thinking a discriminatory remedy appropriate *before* it adopts the remedy.” 256 F.3d at 645 (emphasis in original).

The court stated that minority enterprises in the construction industry “tend to be subcontractors, moreover, because as the district court found not clearly erroneously, 123 F.Supp.2d at 1115, they tend to be new and therefore small and relatively untested — factors not shown to be attributable to discrimination by the County.” 256 F.3d at 645. The court held that there was no basis for attributing to the County any discrimination that prime contractors may have engaged in. *Id.* The court noted that “[i]f prime contractors on County projects were discriminating against minorities and this was known to the County, whose funding of the contracts thus knowingly perpetuated the discrimination, the County might be deemed sufficiently complicit . . . to be entitled to take remedial action.” *Id.* But, the court found “of that there is no evidence either.” *Id.*

The court stated that if the County had been complicit in discrimination by prime contractors, it found “puzzling” to try to remedy that discrimination by requiring discrimination in favor of minority stockholders, as distinct from employees. 256 F.3d at 646. The court held that even if the record made a case for remedial action of the general sort found in the MWBE ordinance by the County, it would “flunk the constitutional test” by not being carefully designed to achieve the ostensible remedial aim and no more. 256 F.3d at 646. The court held that a state and local government that has discriminated just against blacks may not by way of remedy discriminate in favor of blacks and Asian Americans and women. *Id.* Nor, the court stated, may it discriminate more than is necessary to cure the effects of the earlier discrimination. *Id.* “Nor may it continue the remedy in force indefinitely, with no effort to determine whether, the remedial purpose attained, continued enforcement of the remedy would be a gratuitous discrimination against nonminority persons.” *Id.* The court, therefore, held that the ordinance was not “narrowly tailored” to the wrong that it seeks to correct. *Id.*

The court thus found that the County both failed to establish the premise for a racial remedy, and also that the remedy goes further than is necessary to eliminate the evil against which it is directed. 256 F.3d at 647. The court held that the list of “favored minorities” included groups that have never been subject to significant discrimination by Cook County. *Id.* The court found it unreasonable to “presume” discrimination against certain groups merely on the basis of having an ancestor who had been born in a particular country. *Id.* Therefore, the court held the ordinance was overinclusive.

The court found that the County did not make any effort to show that, were it not for a history of discrimination, minorities would have 30 percent, and women 10 percent, of County construction contracts. 256 F.3d at 647. The court also rejected the proposition advanced by the County in this

case — ”that a comparison of the fraction of minority subcontractors on public and private projects established discrimination against minorities by prime contractors on the latter type of project.” 256 F.3d at 647-648.

8. *Associated Gen. Contractors v. Drabik*, 214 F.3d 730 (6th Cir. 2000), affirming Case No. C2-98-943, 998 WL 812241 (S.D. Ohio 1998)

This case is instructive to the disparity study based on the analysis applied in finding the evidence insufficient to justify an MBE/WBE program, and the application of the narrowly tailored test. The Sixth Circuit Court of Appeals enjoined the enforcement of the state MBE program, and in so doing reversed state court precedent finding the program constitutional. This case affirmed a district court decision enjoining the award of a “set-aside” contract based on the State of Ohio’s MBE program with the award of construction contracts.

The court held, among other things, that the mere existence of societal discrimination was insufficient to support a racial classification. The court found that the economic data were insufficient and too outdated. The court concluded the State could not establish a compelling governmental interest and that the statute was not narrowly tailored. The court said the statute failed the narrow tailoring test, including because there was no evidence that the State had considered race-neutral remedies.

This case involves a suit by the Associated General Contractors of Ohio and Associated General Contractors of Northwest Ohio, representing Ohio building contractors to stop the award of a construction contract for the Toledo Correctional Facility to a minority-owned business (“MBE”), in a bidding process from which non-minority-owned firms were statutorily excluded from participating under Ohio’s state Minority Business Enterprise Act. 214 F.3d at 733.

AGC of Ohio and AGC of Northwest Ohio (Plaintiffs-Appellees) claimed the Ohio Minority Business Enterprise Act (“MBEA”) was unconstitutional in violation of the Equal Protection Clause of the Fourteenth Amendment. The district court agreed, and permanently enjoined the state from awarding any construction contracts under the MBEA. Drabik, Director of the Ohio Department of Administrative Services and others appealed the district court’s Order. *Id.* at 733. The Sixth Circuit Court of Appeals affirmed the Order of the district court, holding unconstitutional the MBEA and enjoining the state from awarding any construction contracts under that statute. *Id.*

Ohio passed the MBEA in 1980. *Id.* at 733. This legislation “set-aside” 5 percent, by value, of all state construction projects for bidding by certified MBEs exclusively. *Id.* Pursuant to the MBEA, the state decided to set-aside, for MBEs only, bidding for construction of the Toledo Correctional Facility’s Administration Building. Non-MBEs were excluded on racial grounds from bidding on that aspect of the project and restricted in their participation as subcontractors. *Id.*

The Court noted it ruled in 1983 that the MBEA was constitutional, see *Ohio Contractors Ass’n v. Keip*, 713 F.2d 167 (6th Cir. 1983). *Id.* Subsequently, the United States Supreme Court in two landmark decisions applied the criteria of strict scrutiny under which such “racially preferential set-asides” were to be evaluated. *Id.* (see *City of Richmond v. J.A. Croson Co.* (1989) and *Adarand Constructors, Inc. v. Peña* (1995), citation omitted.) The Court noted that the decision in *Keip* was a more relaxed treatment accorded to equal protection challenges to state contracting disputes prior to *Croson*. *Id.* at 733-734.

Strict scrutiny. The Court found it is clear a government has a compelling interest in assuring that public dollars do not serve to finance the evil of private prejudice. *Id.* at 734-735, *citing Croson*, 488 U.S. at 492. But, the Court stated, “statistical disparity in the proportion of contracts awarded to a particular group, standing alone does not demonstrate such an evil.” *Id.* at 735.

The Court said there is no question that remedying the effects of past discrimination constitutes a compelling governmental interest. *Id.* at 735. The Court stated to make this showing, a state cannot rely on mere speculation, or legislative pronouncements, of past discrimination, but rather, the Supreme Court has held the state bears the burden of demonstrating a strong basis in evidence for its conclusion that remedial action was necessary by proving either that the state itself discriminated in the past or was a passive participant in private industry’s discriminatory practices. *Id.* at 735, *quoting Croson*, 488 U.S. at 486-92.

Thus, the Court concluded that the linchpin of the *Croson* analysis is its mandating of strict scrutiny, the requirement that a program be narrowly tailored to achieve a compelling government interest, but above all its holding that governments must identify discrimination with some specificity before they may use race-conscious relief; explicit findings of a constitutional or statutory violation must be made. *Id.* at 735, *quoting Croson*, 488 U.S. at 497.

Statistical evidence: compelling interest. The Court pointed out that proponents of “racially discriminatory systems” such as the MBEA have sought to generate the necessary evidence by a variety of means, however, such efforts have generally focused on “mere underrepresentation” by showing a lesser percentage of contracts awarded to a particular group than that group’s percentage in the general population. *Id.* at 735. “Raw statistical disparity” of this sort is part of the evidence offered by Ohio in this case, according to the Court. *Id.* at 736. The Court stated however, “such evidence of mere statistical disparities has been firmly rejected as insufficient by the Supreme Court, particularly in a context such as contracting, where special qualifications are so relevant.” *Id.*

The Court said that although Ohio’s most “compelling” statistical evidence in this case compared the percentage of contracts awarded to minorities to the percentage of minority-owned businesses in Ohio, which the Court noted provided stronger statistics than the statistics in *Croson*, it was still insufficient. *Id.* at 736. The Court found the problem with Ohio’s statistical comparison was that the percentage of minority-owned businesses in Ohio “did not take into account how many of those businesses were construction companies of any sort, let alone how many were qualified, willing, and able to perform state construction contracts.” *Id.*

The Court held the statistical evidence that the Ohio legislature had before it when the MBEA was enacted consisted of data that was deficient. *Id.* at 736. The Court said that much of the data was severely limited in scope (ODOT contracts) or was irrelevant to this case (ODOT purchasing contracts). *Id.* The Court again noted the data did not distinguish minority construction contractors from minority businesses generally, and therefore “made no attempt to identify minority construction contracting firms that are ready, willing, and able to perform state construction contracts of any particular size.” *Id.* The Court also pointed out the program was not narrowly tailored, because the state conceded the AGC showed that the State had not performed a recent study. *Id.*

The Court also concluded that even statistical comparisons that might be apparently more pertinent, such as with the percentage of all firms qualified, in some minimal sense, to perform the work in question, would also fail to satisfy the Court's criteria. *Id.* at 736. "If MBEs comprise 10 percent of the total number of contracting firms in the state, but only get 3 percent of the dollar value of certain contracts, that does not alone show discrimination, or even disparity. It does not account for the relative size of the firms, either in terms of their ability to do particular work or in terms of the number of tasks they have the resources to complete." *Id.* at 736. The Court stated the only cases found to present the necessary "compelling interest" sufficient to justify a narrowly tailored race-based remedy, are those that expose "pervasive, systematic, and obstinate discriminatory conduct. ..." *Id.* at 737, quoting *Adarand*, 515 U.S. at 237. The Court said that Ohio had made no such showing in this case.

Narrow tailoring. A second and separate hurdle for the MBEA, the Court held, is its failure of narrow tailoring. The Court noted the Supreme Court in *Adarand* taught that a court called upon to address the question of narrow tailoring must ask, "for example, whether there was 'any consideration of the use of race-neutral means to increase minority business participation' in government contracting" *Id.* at 737, quoting *Croson*, 488 U.S. at 507. The Court stated a narrowly tailored set-aside program must be appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate and must be linked to identified discrimination. *Id.* at 737. The Court said that the program must also not suffer from "overinclusiveness." *Id.* at 737, quoting *Croson*, 515 U.S. at 506.

The Court found the MBEA suffered from defects both of over and under-inclusiveness. *Id.* at 737. By lumping together the groups of African Americans, Native Americans, Hispanic Americans and Asian Americans, the MBEA may well provide preference where there has been no discrimination, and may not provide relief to groups where discrimination might have been proven. *Id.* at 737. Thus, the Court said, the MBEA was satisfied if contractors of Thai origin, who might never have been seen in Ohio until recently, receive 10 percent of state contracts, while African Americans receive none. *Id.*

In addition, the Court found that Ohio's own underutilization statistics suffer from a fatal conceptual flaw: they do not report the actual use of minority firms; they only report the use of minority firms who have gone to the trouble of being certified and listed among the state's 1,180 MBEs. *Id.* at 737. The Court said there was no examination of whether contracts are being awarded to minority firms who have never sought such preference to take advantage of the special minority program, for whatever reason, and who have been awarded contracts in open bidding. *Id.*

The Court pointed out the district court took note of the outdated character of any evidence that might have been marshaled in support of the MBEA, and added that even if such data had been sufficient to justify the statute twenty years ago, it would not suffice to continue to justify it forever. *Id.* at 737-738. The MBEA, the Court noted, has remained in effect for twenty years and has no set expiration. *Id.* at 738. The Court reiterated a race-based preference program must be appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate. *Id.* at 737.

Finally, the Court mentioned that one of the factors *Croson* identified as indicative of narrow tailoring is whether non-race-based means were considered as alternatives to the goal. *Id.* at 738. The Court

concluded the historical record contained no evidence that the Ohio legislature gave any consideration to the use of race-neutral means to increase minority participation in state contracting before resorting to race-based quotas. *Id.* at 738.

The district court had found that the supplementation of the state's existing data which might be offered given a continuance of the case would not sufficiently enhance the relevance of the evidence to justify delay in the district court's hearing. *Id.* at 738. The Court stated that under *Crosson*, the state must have had sufficient evidentiary justification for a racially-conscious statute in *advance* of its passage. *Id.* The Court said that *Crosson* required governmental entities must identify that discrimination with some specificity *before* they may use race-conscious relief. *Id.* at 738.

The Court also referenced the district court finding that the state had been lax in maintaining the type of statistics that would be necessary to undergird its affirmative action program, and that the proper maintenance of current statistics is relevant to the requisite narrow tailoring of such a program. *Id.* at 738-739. But, the Court noted the state does not know how many minority-owned businesses are not certified as MBEs, and how many of them have been successful in obtaining state contracts. *Id.* at 739.

The court was mindful of the fact it was striking down an entire class of programs by declaring the State of Ohio MBE statute in question unconstitutional, and noted that its decision was "not reconcilable" with the Ohio Supreme Court's decision in *Ritchie Produce*, 707 N.E.2d 871 (Ohio 1999) (upholding the Ohio State MBE Program).

9. *Monterey Mechanical v. Wilson*, 125 F.3d 702 (9th Cir. 1997)

This case is instructive in that the Ninth Circuit analyzed and held invalid the enforcement of a MBE/WBE-type program. Although the program at issue utilized the term "goals" as opposed to "quotas," the Ninth Circuit rejected such a distinction, holding "[t]he relevant question is not whether a statute requires the use of such measures, but whether it authorizes or encourages them." The case also is instructive because it found the use of "goals" and the application of "good faith efforts" in connection with achieving goals to trigger strict scrutiny.

Monterey Mechanical Co. (the "plaintiff") submitted the low bid for a construction project for the California Polytechnic State University (the "University"). 125 F.3d 702, 704 (9th Cir. 1994). The University rejected the plaintiff's bid because the plaintiff failed to comply with a state statute requiring prime contractors on such construction projects to subcontract 23 percent of the work to MBE/WBEs or, alternatively, demonstrate good faith outreach efforts. *Id.* The plaintiff conducted good faith outreach efforts but failed to provide the requisite documentation; the awardee prime contractor did not subcontract any portion of the work to MBE/WBEs but did include documentation of good faith outreach efforts. *Id.*

Importantly, the University did not conduct a disparity study, and instead argued that because "the 'goal requirements' of the scheme [did] not involve racial or gender quotas, set-asides or preferences," the University did not need a disparity study. *Id.* at 705. The plaintiff protested the contract award and sued the University's trustees, and a number of other individuals (collectively the "defendants") alleging the state law was violative of the Equal Protection Clause. *Id.* The district

court denied the plaintiff's motion for an interlocutory injunction and the plaintiff appealed to the Ninth Circuit Court of Appeals. *Id.*

The defendants first argued that the statute was constitutional because it treated all general contractors alike, by requiring all to comply with the MBE/WBE participation goals. *Id.* at 708. The court held, however, that a minority or women business enterprise could satisfy the participation goals by allocating the requisite percentage of work to itself. *Id.* at 709. The court held that contrary to the district court's finding, such a difference was not *de minimis*. *Id.*

The defendant's also argued that the statute was not subject to strict scrutiny because the statute did not impose rigid quotas, but rather only required good faith outreach efforts. *Id.* at 710. The court rejected the argument finding that although the statute permitted awards to bidders who did not meet the percentage goals, "they are rigid in requiring precisely described and monitored efforts to attain those goals." *Id.* The court cited its own earlier precedent to hold that "the provisions are not immunized from scrutiny because they purport to establish goals rather than quotas ... [T]he relevant question is not whether a statute requires the use of such measures, but whether it authorizes or encourages them." *Id.* at 710-11 (internal citations and quotations omitted). The court found that the statute encouraged set-asides and cited *Concrete Works of Colorado v. Denver*, 36 F.3d 1512 (10th Cir. 1994), as analogous support for the proposition. *Id.* at 711.

The court found that the statute treated contractors differently based upon their race, ethnicity and gender, and although "worded in terms of goals and good faith, the statute imposes mandatory requirements with concreteness." *Id.* The court also noted that the statute may impose additional compliance expenses upon non-MBE/WBE firms who are required to make good faith outreach efforts (*e.g.*, advertising) to MBE/WBE firms. *Id.* at 712.

The court then conducted strict scrutiny (race), and an intermediate scrutiny (gender) analyses. *Id.* at 712-13. The court found the University presented "no evidence" to justify the race- and gender-based classifications and thus did not consider additional issues of proof. *Id.* at 713. The court found that the statute was not narrowly tailored because the definition of "minority" was overbroad (*e.g.*, inclusion of Aleuts). *Id.* at 714, citing *Wygant v. Jackson Board of Education*, 476 U.S. 267, 284, n. 13 (1986) and *City of Richmond v. J.A. Croson, Co.*, 488 U.S. 469, 505-06 (1989). The court found "[a] broad program that sweeps in all minorities with a remedy that is in no way related to past harms cannot survive constitutional scrutiny." *Id.* at 714, citing *Hopwood v. State of Texas*, 78 F.3d 932, 951 (5th Cir. 1996). The court held that the statute violated the Equal Protection Clause.

10. *Eng'g Contractors Ass'n of S. Florida v. Metro. Dade County*, 122 F.3d 895 (11th Cir. 1997)

Engineering Contractors Association of South Florida v. Metropolitan Engineering Contractors Association is a paramount case in the Eleventh Circuit and is instructive to the disparity study. This decision has been cited and applied by the courts in various circuits that have addressed MBE/WBE-type programs or legislation involving local government contracting and procurement.

In *Engineering Contractors Association*, six trade organizations (the "plaintiffs") filed suit in the district court for the Southern District of Florida, challenging three affirmative action programs administered by Engineering Contractors Association, Florida, (the "County") as violative of the Equal Protection Clause. 122 F.3d 895, 900 (11th Cir. 1997). The three affirmative action programs challenged were the

Black Business Enterprise program (“BBE”), the Hispanic Business Enterprise program (“HBE”), and the Woman Business Enterprise program, (“WBE”), (collectively “MWBE” programs). *Id.* The plaintiffs challenged the application of the program to County construction contracts. *Id.*

For certain classes of construction contracts valued over \$25,000, the County set participation goals of 15 percent for BBEs, 19 percent for HBEs, and 11 percent for WBEs. *Id.* at 901. The County established five “contract measures” to reach the participation goals: (1) set-asides, (2) subcontractor goals, (3) project goals, (4) bid preferences, and (5) selection factors. Once a contract was identified as covered by a participation goal, a review committee would determine whether a contract measure should be utilized. *Id.* The County Commission would make the final determination and its decision was appealable to the County Manager. *Id.* The County reviewed the efficacy of the MWBE programs annually, and reevaluated the continuing viability of the MWBE programs every five years. *Id.*

In a bench trial, the district court applied strict scrutiny to the BBE and HBE programs and held that the County lacked the requisite “strong basis in evidence” to support the race- and ethnicity-conscious measures. *Id.* at 902. The district court applied intermediate scrutiny to the WBE program and found that the “County had presented insufficient probative evidence to support its stated rationale for implementing a gender preference.” *Id.* Therefore, the County had failed to demonstrate a “compelling interest” necessary to support the BBE and HBE programs, and failed to demonstrate an “important interest” necessary to support the WBE program. *Id.* The district court assumed the existence of a sufficient evidentiary basis to support the existence of the MWBE programs but held the BBE and HBE programs were not narrowly tailored to the interests they purported to serve; the district court held the WBE program was not substantially related to an important government interest. *Id.* The district court entered a final judgment enjoining the County from continuing to operate the MWBE programs and the County appealed. The Eleventh Circuit Court of Appeals affirmed. *Id.* at 900, 903.

On appeal, the Eleventh Circuit considered four major issues:

1. Whether the plaintiffs had standing. [The Eleventh Circuit answered this in the affirmative and that portion of the opinion is omitted from this summary];
2. Whether the district court erred in finding the County lacked a “strong basis in evidence” to justify the existence of the BBE and HBE programs;
3. Whether the district court erred in finding the County lacked a “sufficient probative basis in evidence” to justify the existence of the WBE program; and
4. Whether the MWBE programs were narrowly tailored to the interests they were purported to serve.

Id. at 903.

The Eleventh Circuit held that the BBE and HBE programs were subject to the strict scrutiny standard enunciated by the U.S. Supreme Court in *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989). *Id.* at 906. Under this standard, “an affirmative action program must be based upon a

‘compelling government interest’ and must be ‘narrowly tailored’ to achieve that interest.” *Id.* The Eleventh Circuit further noted:

“In practice, the interest that is alleged in support of racial preferences is almost always the same — remedying past or present discrimination. That interest is widely accepted as compelling. As a result, the true test of an affirmative action program is usually not the nature of the government’s interest, but rather the adequacy of the evidence of discrimination offered to show that interest.”

Id. (internal citations omitted).

Therefore, strict scrutiny requires a finding of a “‘strong basis in evidence’ to support the conclusion that remedial action is necessary.” *Id.*, citing *Croson*, 488 U.S. at 500). The requisite “‘strong basis in evidence’ cannot rest on ‘an amorphous claim of societal discrimination, on simple legislative assurances of good intention, or on congressional findings of discrimination in the national economy.’” *Id.* at 907, citing *Ensley Branch, NAACP v. Seibels*, 31 F.3d 1548, 1565 (11th Cir. 1994) (citing and applying *Croson*). However, the Eleventh Circuit found that a governmental entity can “justify affirmative action by demonstrating ‘gross statistical disparities’ between the proportion of minorities hired ... and the proportion of minorities willing and able to do the work ... Anecdotal evidence may also be used to document discrimination, especially if buttressed by relevant statistical evidence.” *Id.* (internal citations omitted).

Notwithstanding the “exceedingly persuasive justification” language utilized by the Supreme Court in *United States v. Virginia*, 116 S. Ct. 2264 (1996) (evaluating gender-based government action), the Eleventh Circuit held that the WBE program was subject to traditional intermediate scrutiny. *Id.* at 908. Under this standard, the government must provide “sufficient probative evidence” of discrimination, which is a lesser standard than the “strong basis in evidence” under strict scrutiny. *Id.* at 910.

The County provided two types of evidence in support of the MWBE programs: (1) statistical evidence, and (2) non-statistical “anecdotal” evidence. *Id.* at 911. As an initial matter, the Eleventh Circuit found that in support of the BBE program, the County permissibly relied on substantially “post-enactment” evidence (*i.e.*, evidence based on data related to years following the initial enactment of the BBE program). *Id.* However, “such evidence carries with it the hazard that the program at issue may itself be masking discrimination that might otherwise be occurring in the relevant market.” *Id.* at 912. A district court should not “speculate about what the data *might* have shown had the BBE program never been enacted.” *Id.*

The statistical evidence. The County presented five basic categories of statistical evidence: (1) County contracting statistics; (2) County subcontracting statistics; (3) marketplace data statistics; (4) The Wainwright Study; and (5) The Brimmer Study. *Id.* In summary, the Eleventh Circuit held that the County’s statistical evidence (described more fully below) was subject to more than one interpretation. *Id.* at 924. The district court found that the evidence was “insufficient to form the requisite strong basis in evidence for implementing a racial or ethnic preference, and that it was insufficiently probative to support the County’s stated rationale for imposing a gender preference.” *Id.* The district court’s view of the evidence was a permissible one. *Id.*

County contracting statistics. The County presented a study comparing three factors for County non-procurement construction contracts over two time periods (1981-1991 and 1993): (1) the percentage of bidders that were MWBE firms; (2) the percentage of awardees that were MWBE firms; and (3) the proportion of County contract dollars that had been awarded to MWBE firms. *Id.* at 912.

The Eleventh Circuit found that notably, for the BBE and HBE statistics, generally there were no “consistently negative disparities between the bidder and awardee percentages. In fact, by 1993, the BBE and HBE bidders are being awarded *more* than their proportionate ‘share’ ... when the bidder percentages are used as the baseline.” *Id.* at 913. For the WBE statistics, the bidder/awardee statistics were “decidedly mixed” as across the range of County construction contracts. *Id.*

The County then refined those statistics by adding in the total percentage of annual County construction dollars awarded to MBE/WBEs, by calculating “disparity indices” for each program and classification of construction contract. The Eleventh Circuit explained:

“[A] disparity index compares the amount of contract awards a group actually got to the amount we would have expected it to get based on that group’s bidding activity and awardee success rate. More specifically, a disparity index measures the participation of a group in County contracting dollars by dividing that group’s contract dollar percentage by the related bidder or awardee percentage, and multiplying that number by 100 percent.”

Id. at 914. “The utility of disparity indices or similar measures ... has been recognized by a number of federal circuit courts.” *Id.*

The Eleventh Circuit found that “[i]n general ... disparity indices of 80 percent or greater, which are close to full participation, are not considered indications of discrimination.” *Id.* The Eleventh Circuit noted that “the EEOC’s disparate impact guidelines use the 80 percent test as the boundary line for determining a prima facie case of discrimination.” *Id.*, citing 29 CFR § 1607.4D. In addition, no circuit that has “explicitly endorsed the use of disparity indices [has] indicated that an index of 80 percent or greater might be probative of discrimination.” *Id.*, citing *Concrete Works v. City & County of Denver*, 36 F.3d 1513, 1524 (10th Cir. 1994) (crediting disparity indices ranging from 0% to 3.8%); *Contractors Ass’n v. City of Philadelphia*, 6 F.3d 990 (3d Cir. 1993) (crediting disparity index of 4%).

After calculation of the disparity indices, the County applied a standard deviation analysis to test the statistical significance of the results. *Id.* at 914. “The standard deviation figure describes the probability that the measured disparity is the result of mere chance.” *Id.* The Eleventh Circuit had previously recognized “[s]ocial scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some factor other than chance.” *Id.*

The statistics presented by the County indicated “statistically significant underutilization of BBEs in County construction contracting.” *Id.* at 916. The results were “less dramatic” for HBEs and mixed as between favorable and unfavorable for WBEs. *Id.*

The Eleventh Circuit then explained the burden of proof:

“[O]nce the proponent of affirmative action introduces its statistical proof as evidence of its remedial purpose, thereby supplying the [district] court with the means for determining that [it] had a firm basis for concluding that remedial action was appropriate, it is incumbent upon the [plaintiff] to prove their case; they continue to bear the ultimate burden of persuading the [district] court that the [defendant’s] evidence did not support an inference of prior discrimination and thus a remedial purpose, or that the plan instituted on the basis of this evidence was not sufficiently ‘narrowly tailored.’”

Id. (internal citations omitted).

The Eleventh Circuit noted that a plaintiff has at least three methods to rebut the inference of discrimination with a “neutral explanation” by: “(1) showing that the statistics are flawed; (2) demonstrating that the disparities shown by the statistics are not significant or actionable; or (3) presenting contrasting statistical data.” *Id.* (internal quotations and citations omitted). The Eleventh Circuit held that the plaintiffs produced “sufficient evidence to establish a neutral explanation for the disparities.” *Id.*

The plaintiffs alleged that the disparities were “better explained by firm size than by discrimination ... [because] minority and female-owned firms tend to be smaller, and that it stands to reason smaller firms will win smaller contracts.” *Id.* at 916-17. The plaintiffs produced Census data indicating, on average, minority- and female-owned construction firms in Engineering Contractors Association were smaller than non-MBE/WBE firms. *Id.* at 917. The Eleventh Circuit found that the plaintiff’s explanation of the disparities was a “plausible one, in light of the uncontroverted evidence that MBE/WBE construction firms tend to be substantially smaller than non-MBE/WBE firms.” *Id.*

Additionally, the Eleventh Circuit noted that the County’s own expert admitted that “firm size plays a significant role in determining which firms win contracts.” *Id.* The expert stated:

The size of the firm has got to be a major determinant because of course some firms are going to be larger, are going to be better prepared, are going to be in a greater natural capacity to be able to work on some of the contracts while others simply by virtue of their small size simply would not be able to do it. *Id.*

The Eleventh Circuit then summarized:

Because they are bigger, bigger firms have a bigger chance to win bigger contracts. It follows that, all other factors being equal and in a perfectly nondiscriminatory market, one would expect the bigger (on average) non-MWBE firms to get a disproportionately higher percentage of total construction dollars awarded than the smaller MWBE firms. *Id.*

In anticipation of such an argument, the County conducted a regression analysis to control for firm size. *Id.* A regression analysis is “a statistical procedure for determining the relationship between a dependent and independent variable, *e.g.*, the dollar value of a contract award and firm size.” *Id.* (internal citations omitted). The purpose of the regression analysis is “to determine whether the relationship between the two variables is statistically meaningful.” *Id.*

The County's regression analysis sought to identify disparities that could not be explained by firm size, and theoretically instead based on another factor, such as discrimination. *Id.* The County conducted two regression analyses using two different proxies for firm size: (1) total awarded value of all contracts bid on; and (2) largest single contract awarded. *Id.* The regression analyses accounted for most of the negative disparities regarding MBE/WBE participation in County construction contracts (*i.e.*, most of the unfavorable disparities became statistically insignificant, corresponding to standard deviation values less than two). *Id.*

Based on an evaluation of the regression analysis, the district court held that the demonstrated disparities were attributable to firm size as opposed to discrimination. *Id.* at 918. The district court concluded that the few unexplained disparities that remained after regressing for firm size were insufficient to provide the requisite "strong basis in evidence" of discrimination of BBEs and HBEs. *Id.* The Eleventh Circuit held that this decision was not clearly erroneous. *Id.*

With respect to the BBE statistics, the regression analysis explained all but one negative disparity, for one type of construction contract between 1989-1991. *Id.* The Eleventh Circuit held the district court permissibly found that this did not constitute a "strong basis in evidence" of discrimination. *Id.*

With respect to the HBE statistics, one of the regression methods failed to explain the unfavorable disparity for one type of contract between 1989-1991, and both regression methods failed to explain the unfavorable disparity for another type of contract during that same time period. *Id.* However, by 1993, both regression methods accounted for all of the unfavorable disparities, and one of the disparities for one type of contract was actually favorable for HBEs. *Id.* The Eleventh Circuit held the district court permissibly found that this did not constitute a "strong basis in evidence" of discrimination. *Id.*

Finally, with respect to the WBE statistics, the regression analysis explained all but one negative disparity, for one type of construction contract in the 1993 period. *Id.* The regression analysis explained all of the other negative disparities, and in the 1993 period, a disparity for one type of contract was actually favorable to WBEs. *Id.* The Eleventh Circuit held the district court permissibly found that this evidence was not "sufficiently probative of discrimination." *Id.*

The County argued that the district court erroneously relied on the disaggregated data (*i.e.*, broken down by contract type) as opposed to the consolidated statistics. *Id.* at 919. The district court declined to assign dispositive weight to the aggregated data for the BBE statistics for 1989-1991 because (1) the aggregated data for 1993 did not show negative disparities when regressed for firm size, (2) the BBE disaggregated data left only one unexplained negative disparity for one type of contract for 1989-1991 when regressed for firm size, and (3) "the County's own expert testified as to the utility of examining the disaggregated data 'insofar as they reflect different kinds of work, different bidding practices, perhaps a variety of other factors that could make them heterogeneous with one another.'" *Id.*

Additionally, the district court noted, and the Eleventh Circuit found that "the aggregation of disparity statistics for nonheterogenous data populations can give rise to a statistical phenomenon known as 'Simpson's Paradox,' which leads to illusory disparities in improperly aggregated data that disappear when the data are disaggregated." *Id.* at 919, n. 4 (internal citations omitted). "Under those circumstances," the Eleventh Circuit held that the district court did not err in assigning less weight to

the aggregated data, in finding the aggregated data for BBEs for 1989-1991 did not provide a “strong basis in evidence” of discrimination, or in finding that the disaggregated data formed an insufficient basis of support for any of the MBE/WBE programs given the applicable constitutional requirements. *Id.* at 919.

County subcontracting statistics. The County performed a subcontracting study to measure MBE/WBE participation in the County’s subcontracting businesses. For each MBE/WBE category (BBE, HBE, and WBE), “the study compared the proportion of the designated group that filed a subcontractor’s release of lien on a County construction project between 1991 and 1994 with the proportion of sales and receipt dollars that the same group received during the same time period.” *Id.*

The district court found the statistical evidence insufficient to support the use of race- and ethnicity-conscious measures, noting problems with some of the data measures. *Id.* at 920.

Most notably, the denominator used in the calculation of the MWBE sales and receipts percentages is based upon the total sales and receipts from all sources for the firm filing a subcontractor’s release of lien with the County. That means, for instance, that if a nationwide non-MWBE company performing 99 percent of its business outside of Dade County filed a single subcontractor’s release of lien with the County during the relevant time frame, all of its sales and receipts for that time frame would be counted in the denominator against which MWBE sales and receipts are compared. As the district court pointed out, that is not a reasonable way to measure Dade County subcontracting participation.

Id. The County’s argument that a strong majority (72%) of the subcontractors were located in Dade County did not render the district court’s decision to fail to credit the study erroneous. *Id.*

Marketplace data statistics. The County conducted another statistical study “to see what the differences are in the marketplace and what the relationships are in the marketplace.” *Id.* The study was based on a sample of 568 contractors, from a pool of 10,462 firms, that had filed a “certificate of competency” with Dade County as of January 1995. *Id.* The selected firms participated in a telephone survey inquiring about the race, ethnicity, and gender of the firm’s owner, and asked for information on the firm’s total sales and receipts from all sources. *Id.* The County’s expert then studied the data to determine “whether meaningful relationships existed between (1) the race, ethnicity, and gender of the surveyed firm owners, and (2) the reported sales and receipts of that firm. *Id.* The expert’s hypothesis was that unfavorable disparities may be attributable to marketplace discrimination. The expert performed a regression analysis using the number of employees as a proxy for size. *Id.*

The Eleventh Circuit first noted that the statistical pool used by the County was substantially larger than the actual number of firms, willing, able, and qualified to do the work as the statistical pool represented all those firms merely licensed as a construction contractor. *Id.* Although this factor did not render the study meaningless, the district court was entitled to consider that in evaluating the weight of the study. *Id.* at 921. The Eleventh Circuit quoted the Supreme Court for the following proposition: “[w]hen special qualifications are required to fill particular jobs, comparisons to the general population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.” *Id.*, quoting *Croson*, 488 U.S. at 501, quoting *Hazelwood Sch. Dist. v. United States*, 433 U.S. 299, 308 n. 13 (1977).

The Eleventh Circuit found that after regressing for firm size, neither the BBE nor WBE data showed statistically significant unfavorable disparities. *Id.* Although the marketplace data did reveal unfavorable disparities even after a regression analysis, the district court was not required to assign those disparities controlling weight, especially in light of the dissimilar results of the County Contracting Statistics, discussed *supra*. *Id.*

The Wainwright Study. The County also introduced a statistical analysis prepared by Jon Wainwright, analyzing “the personal and financial characteristics of self-employed persons working full-time in the Dade County construction industry, based on data from the 1990 Public Use Microdata Sample database” (derived from the decennial census). *Id.* The study “(1) compared construction business ownership rates of MBE/WBEs to those of non-MBE/WBEs, and (2) analyzed disparities in personal income between MBE/WBE and non-MBE/WBE business owners.” *Id.* “The study concluded that blacks, Hispanics, and women are less likely to own construction businesses than similarly situated white males, and MBE/WBEs that do enter the construction business earn less money than similarly situated white males.” *Id.*

With respect to the first conclusion, Wainwright controlled for “human capital” variables (education, years of labor market experience, marital status, and English proficiency) and “financial capital” variables (interest and dividend income, and home ownership). *Id.* The analysis indicated that blacks, Hispanics and women enter the construction business at lower rates than would be expected, once numerosity, and identified human and financial capital are controlled for. *Id.* The disparities for blacks and women (but not Hispanics) were substantial and statistically significant. *Id.* at 922. The underlying theory of this business ownership component of the study is that any significant disparities remaining after control of variables are due to the ongoing effects of past and present discrimination. *Id.*

The Eleventh Circuit held, in light of *Croson*, the district court need not have accepted this theory. *Id.* The Eleventh Circuit quoted *Croson*, in which the Supreme Court responded to a similar argument advanced by the plaintiffs in that case: “There are numerous explanations for this dearth of minority participation, including past societal discrimination in education and economic opportunities *as well as both black and white career and entrepreneurial choices. Blacks may be disproportionately attracted to industries other than construction.*” *Id.*, quoting *Croson*, 488 U.S. at 503. Following the Supreme Court in *Croson*, the Eleventh Circuit held “the disproportionate attraction of a minority group to non-construction industries does not mean that discrimination in the construction industry is the reason.” *Id.*, quoting *Croson*, 488 U.S. at 503. Additionally, the district court had evidence that between 1982 and 1987, there was a substantial growth rate of MBE/WBE firms as opposed to non-MBE/WBE firms, which would further negate the proposition that the construction industry was discriminating against minority- and women-owned firms. *Id.* at 922.

With respect to the personal income component of the Wainwright study, after regression analyses were conducted, only the BBE statistics indicated a statistically significant disparity ratio. *Id.* at 923. However, the Eleventh Circuit held the district court was not required to assign the disparity controlling weight because the study did not regress for firm size, and in light of the conflicting statistical evidence in the County Contracting Statistics and Marketplace Data Statistics, discussed *supra*, which did regress for firm size. *Id.*

The Brimmer Study. The final study presented by the County was conducted under the supervision of Dr. Andrew F. Brimmer and concerned only black-owned firms. *Id.* The key component of the study was an analysis of the business receipts of black-owned construction firms for the years of 1977, 1982 and 1987, based on the Census Bureau’s Survey of Minority- and Women-Owned Businesses, produced every five years. *Id.* The study sought to determine the existence of disparities between sales and receipts of black-owned firms in Dade County compared to the sales and receipts of all construction firms in Dade County. *Id.*

The study indicated substantial disparities in 1977 and 1987 but not 1982. *Id.* The County alleged that the absence of disparity in 1982 was due to substantial race-conscious measures for a major construction contract (Metrorail project), and not due to a lack of discrimination in the industry. *Id.* However, the study made no attempt to filter for the Metrorail project and “complete[ly] fail[ed]” to account for firm size. *Id.* Accordingly, the Eleventh Circuit found the district court permissibly discounted the results of the Brimmer study. *Id.* at 924.

Anecdotal evidence. In addition, the County presented a substantial amount of anecdotal evidence of perceived discrimination against BBEs, a small amount of similar anecdotal evidence pertaining to WBEs, and no anecdotal evidence pertaining to HBEs. *Id.* The County presented three basic forms of anecdotal evidence: “(1) the testimony of two County employees responsible for administering the MBE/WBE programs; (2) the testimony, primarily by affidavit, of twenty-three MBE/WBE contractors and subcontractors; and (3) a survey of black-owned construction firms.” *Id.*

The County employees testified that the decentralized structure of the County construction contracting system affords great discretion to County employees, which in turn creates the opportunity for discrimination to infect the system. *Id.* They also testified to specific incidents of discrimination, for example, that MBE/WBEs complained of receiving lengthier punch lists than their non-MBE/WBE counterparts. *Id.* They also testified that MBE/WBEs encounter difficulties in obtaining bonding and financing. *Id.*

The MBE/WBE contractors and subcontractors testified to numerous incidents of perceived discrimination in the Dade County construction market, including:

Situations in which a project foreman would refuse to deal directly with a black or female firm owner, instead preferring to deal with a white employee; instances in which an MWBE owner knew itself to be the low bidder on a subcontracting project, but was not awarded the job; instances in which a low bid by an MWBE was “shopped” to solicit even lower bids from non-MWBE firms; instances in which an MWBE owner received an invitation to bid on a subcontract within a day of the bid due date, together with a “letter of unavailability” for the MWBE owner to sign in order to obtain a waiver from the County; and instances in which an MWBE subcontractor was hired by a prime contractor, but subsequently was replaced with a non-MWBE subcontractor within days of starting work on the project.

Id. at 924-25.

Finally, the County submitted a study prepared by Dr. Joe E. Feagin, comprised of interviews of 78 certified black-owned construction firms. *Id.* at 925. The interviewees reported similar instances of perceived discrimination, including: “difficulty in securing bonding and financing; slow payment by general contractors; unfair performance evaluations that were tainted by racial stereotypes; difficulty in obtaining information from the County on contracting processes; and higher prices on equipment and supplies than were being charged to non-MBE/WBE firms.” *Id.*

The Eleventh Circuit found that numerous black- and some female-owned construction firms in Dade County perceived that they were the victims of discrimination and two County employees also believed that discrimination could taint the County’s construction contracting process. *Id.* However, such anecdotal evidence is helpful “only when it [is] combined with and reinforced by sufficiently probative statistical evidence.” *Id.* In her plurality opinion in *Croson*, Justice O’Connor found that “evidence of a pattern of individual discriminatory acts can, *if supported by appropriate statistical proof*, lend support to a local government’s determination that broader remedial relief is justified.” *Id.*, quoting *Croson*, 488 U.S. at 509 (emphasis added by the Eleventh Circuit). Accordingly, the Eleventh Circuit held that “anecdotal evidence can play an important role in bolstering statistical evidence, but that only in the rare case will anecdotal evidence suffice standing alone.” *Id.* at 925. The Eleventh Circuit also cited to opinions from the Third, Ninth and Tenth Circuits as supporting the same proposition. *Id.* at 926. The Eleventh Circuit affirmed the decision of the district court enjoining the continued operation of the MBE/WBE programs because they did not rest on a “constitutionally sufficient evidentiary foundation.” *Id.*

Although the Eleventh Circuit determined that the MBE/WBE program did not survive constitutional muster due to the absence of a sufficient evidentiary foundation, the Eleventh Circuit proceeded with the second prong of the strict scrutiny analysis of determining whether the MBE/WBE programs were narrowly tailored (BBE and HBE programs) or substantially related (WBE program) to the legitimate government interest they purported to serve, *i.e.*, “remedying the effects of present and past discrimination against blacks, Hispanics, and women in the Dade County construction market.” *Id.*

Narrow tailoring. “The essence of the ‘narrowly tailored’ inquiry is the notion that explicitly racial preferences ... must only be a ‘last resort’ option.” *Id.*, quoting *Hayes v. North Side Law Enforcement Officers Ass’n*, 10 F.3d 207, 217 (4th Cir. 1993) and citing *Croson*, 488 U.S. at 519 (Kennedy, J., concurring in part and concurring in the judgment) (“[T]he strict scrutiny standard ... forbids the use of even narrowly drawn racial classifications except as a last resort.”).

The Eleventh Circuit has identified four factors to evaluate whether a race- or ethnicity-conscious affirmative action program is narrowly tailored: (1) “the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the relief; (3) the relationship of numerical goals to the relevant labor market; and (4) the impact of the relief on the rights of innocent third parties.” *Id.* at 927, citing *Ensley Branch*, 31 F.3d at 1569. The four factors provide “a useful analytical structure.” *Id.* at 927. The Eleventh Circuit focused only on the first factor in the present case “because that is where the County’s MBE/WBE programs are most problematic.” *Id.*

The Eleventh Circuit

flatly reject[ed] the County’s assertion that ‘given a strong basis in evidence of a race-based problem, a race-based remedy is necessary.’ That is simply not the law. If a race-neutral remedy is sufficient to cure a race-based problem, then a race-conscious remedy can never be narrowly tailored to that problem.” *Id.*, citing *Crosom*, 488 U.S. at 507 (holding that affirmative action program was not narrowly tailored where “there does not appear to have been any consideration of the use of race-neutral means to increase minority business participation in city contracting”) ... Supreme Court decisions teach that a race-conscious remedy is not merely one of many equally acceptable medications the government may use to treat a race-based problem. Instead, it is the strongest of medicines, with many potential side effects, and must be reserved for those severe cases that are highly resistant to conventional treatment.

Id. at 927.

The Eleventh Circuit held that the County “clearly failed to give serious and good faith consideration to the use of race- and ethnicity-neutral measures.” *Id.* Rather, the determination of the necessity to establish the MWBE programs was based upon a conclusory legislative statement as to its necessity, which in turn was based upon an “equally conclusory analysis” in the Brimmer study, and a report that the SBA only was able to direct 5 percent of SBA financing to black-owned businesses between 1968-1980. *Id.*

The County admitted, and the Eleventh Circuit concluded, that the County failed to give any consideration to any alternative to the HBE affirmative action program. *Id.* at 928. Moreover, the Eleventh Circuit found that the testimony of the County’s own witnesses indicated the viability of race- and ethnicity-neutral measures to remedy many of the problems facing black- and Hispanic-owned construction firms. *Id.* The County employees identified problems, virtually all of which were related to the County’s own processes and procedures, including: “the decentralized County contracting system, which affords a high level of discretion to County employees; the complexity of County contract specifications; difficulty in obtaining bonding; difficulty in obtaining financing; unnecessary bid restrictions; inefficient payment procedures; and insufficient or inefficient exchange of information.” *Id.* The Eleventh Circuit found that the problems facing MBE/WBE contractors were “institutional barriers” to entry facing every new entrant into the construction market, and were perhaps affecting the MBE/WBE contractors disproportionately due to the “institutional youth” of black- and Hispanic-owned construction firms. *Id.* “It follows that those firms should be helped the most by dismantling those barriers, something the County could do at least in substantial part.” *Id.*

The Eleventh Circuit noted that the race- and ethnicity-neutral options available to the County mirrored those available and cited by Justice O’Connor in *Crosom*:

[T]he city has at its disposal a whole array of race-neutral measures to increase the accessibility of city contracting opportunities to small entrepreneurs of all races. Simplification of bidding procedures, relaxation of bonding requirements, and training and financial aid for disadvantaged entrepreneurs of all races would open the public contracting market to all those who have suffered the effects of past societal discrimination and neglect ... The city may also act to prohibit discrimination in the provision of credit or bonding by local suppliers and banks.

Id., quoting *Crosson*, 488 U.S. at 509-10. The Eleventh Circuit found that except for some “half-hearted programs” consisting of “limited technical and financial aid that might benefit BBEs and HBEs,” the County had not “seriously considered” or tried most of the race- and ethnicity-neutral alternatives available. *Id.* at 928. “Most notably ... the County has not taken any action whatsoever to ferret out and respond to instances of discrimination if and when they have occurred in the County’s own contracting process.” *Id.*

The Eleventh Circuit found that the County had taken no steps to “inform, educate, discipline, or penalize” discriminatory misconduct by its own employees. *Id.* at 929. Nor had the County passed any local ordinances expressly prohibiting discrimination by local contractors, subcontractors, suppliers, bankers, or insurers. *Id.* “Instead of turning to race- and ethnicity-conscious remedies as a last resort, the County has turned to them as a first resort.” Accordingly, the Eleventh Circuit held that even if the BBE and HBE programs were supported by the requisite evidentiary foundation, they violated the Equal Protection Clause because they were not narrowly tailored. *Id.*

Substantial relationship. The Eleventh Circuit held that due to the relaxed “substantial relationship” standard for gender-conscious programs, if the WBE program rested upon a sufficient evidentiary foundation, it could pass the substantial relationship requirement. *Id.* However, because it did not rest upon a sufficient evidentiary foundation, the WBE program could not pass constitutional muster. *Id.*

For all of the foregoing reasons, the Eleventh Circuit affirmed the decision of the district court declaring the MBE/WBE programs unconstitutional and enjoining their continued operation.

11. *Associated Gen. Contractors of California, Inc. v. Coalition for Econ. Equity (“AGCC”), 950 F.2d 1401 (9th Cir. 1991)*

In *Associated Gen. Contractors of California, Inc. v. Coalition for Econ. Equity (“AGCC”)*, the Ninth Circuit Court of Appeals denied plaintiffs request for preliminary injunction to enjoin enforcement of the city’s bid preference program. 950 F.2d 1401 (9th Cir. 1991). Although an older case, *AGCC* is instructive as to the analysis conducted by the Ninth Circuit. The court discussed the utilization of statistical evidence and anecdotal evidence in the context of the strict scrutiny analysis. *Id.* at 1413-18.

The City of San Francisco adopted an ordinance in 1989 providing bid preferences to prime contractors who were members of groups found disadvantaged by previous bidding practices, and specifically provided a 5 percent bid preference for LBEs, WBEs and MBEs. 950 F.2d at 1405. Local MBEs and WBEs were eligible for a 10 percent total bid preference, representing the cumulative total of the 5 percent preference given Local Business Enterprises (“LBEs”) and the 5 percent preference given MBEs and WBEs. *Id.* The ordinance defined “MBE” as an economically disadvantaged business that was owned and controlled by one or more minority persons, which were defined to include Asian, blacks and Latinos. “WBE” was defined as an economically disadvantaged business that was owned and controlled by one or more women. Economically disadvantaged was defined as a business with average gross annual receipts that did not exceed \$14 million. *Id.*

The Motion for Preliminary Injunction challenged the constitutionality of the MBE provisions of the 1989 Ordinance insofar as it pertained to Public Works construction contracts. *Id.* at 1405. The

district court denied the Motion for Preliminary Injunction on the AGCC's constitutional claim on the ground that AGCC failed to demonstrate a likelihood of success on the merits. *Id.* at 1412.

The Ninth Circuit Court of Appeals applied the strict scrutiny analysis following the decision of the U.S. Supreme Court in *City of Richmond v. Croson*. The court stated that according to the U.S. Supreme Court in *Croson*, a municipality has a compelling interest in redressing, not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipalities' legislative jurisdiction, so long as the municipality in some way perpetuated the discrimination to be remedied by the program. *Id.* at 1412-13, *citing Croson* at 488 U.S. at 491-92, 537-38. To satisfy this requirement, "the governmental actor need not be an active perpetrator of such discrimination; passive participation will satisfy this sub-part of strict scrutiny review." *Id.* at 1413, *quoting Coral Construction Company v. King County*, 941 F.2d 910 at 916 (9th Cir. 1991). In addition, the [m]ere infusion of tax dollars into a discriminatory industry may be sufficient governmental involvement to satisfy this prong." *Id.* at 1413 *quoting Coral Construction*, 941 F.2d at 916.

The court pointed out that the City had made detailed findings of prior discrimination in construction and building within its borders, had testimony taken at more than ten public hearings and received numerous written submissions from the public as part of its anecdotal evidence. *Id.* at 1414. The City Departments continued to discriminate against MBEs and WBEs and continued to operate under the "old boy network" in awarding contracts, thereby disadvantaging MBEs and WBEs. *Id.* And, the City found that large statistical disparities existed between the percentage of contracts awarded to MBEs and the percentage of available MBEs. 950 F.2d at 1414. The court stated the City also found "discrimination in the private sector against MBEs and WBEs that is manifested in and exacerbated by the City's procurement practices." *Id.* at 1414.

The Ninth Circuit found the study commissioned by the City indicated the existence of large disparities between the award of city contracts to available non-minority businesses and to MBEs. *Id.* at 1414. Using the City and County of San Francisco as the "relevant market," the study compared the number of available MBE prime construction contractors in San Francisco with the amount of contract dollars awarded by the City to San Francisco-based MBEs for a particular year. *Id.* at 1414. The study found that available MBEs received far fewer city contracts in proportion to their numbers than their available non-minority counterparts. *Id.* Specifically, the study found that with respect to prime construction contracting, disparities between the number of available local Asian-, black- and Hispanic-owned firms and the number of contracts awarded to such firms were statistically significant and supported an inference of discrimination. *Id.* For example, in prime contracting for construction, although MBE availability was determined to be at 49.5 percent, MBE dollar participation was only 11.1 percent. *Id.* The Ninth Circuit stated that in its decision in *Coral Construction*, it emphasized that such statistical disparities are "an invaluable tool and demonstrating the discrimination necessary to establish a compelling interest. *Id.* at 1414, *citing to Coral Construction*, 941 F.2d at 918 and *Croson*, 488 U.S. at 509.

The court noted that the record documents a vast number of individual accounts of discrimination, which bring "the cold numbers convincingly to life. *Id.* at 1414, *quoting Coral Construction*, 941 F.2d at 919. These accounts include numerous reports of MBEs being denied contracts despite being the low bidder, MBEs being told they were not qualified although they were later found qualified when evaluated by outside parties, MBEs being refused work even after they were awarded contracts as

low bidder, and MBEs being harassed by city personnel to discourage them from bidding on city contracts. *Id.* at 1415. The City pointed to numerous individual accounts of discrimination, that an “old boy network” still exists, and that racial discrimination is still prevalent within the San Francisco construction industry. *Id.* The court found that such a “combination of convincing anecdotal and statistical evidence is potent.” *Id.* at 1415 quoting *Coral Construction*, 941 F.2d at 919.

The court also stated that the 1989 Ordinance applies only to resident MBEs. The City, therefore, according to the court, appropriately confined its study to the city limits in order to focus on those whom the preference scheme targeted. *Id.* at 1415. The court noted that the statistics relied upon by the City to demonstrate discrimination in its contracting processes considered only MBEs located within the City of San Francisco. *Id.*

The court pointed out the City’s findings were based upon dozens of specific instances of discrimination that are laid out with particularity in the record, as well as the significant statistical disparities in the award of contracts. The court noted that the City must simply demonstrate the existence of past discrimination with specificity, but there is no requirement that the legislative findings specifically detail each and every incidence that the legislative body has relied upon in support of this decision that affirmative action is necessary. *Id.* at 1416.

In its analysis of the “narrowly tailored” requirement, the court focused on three characteristics identified by the decision in *Crosby* as indicative of narrow tailoring. First, an MBE program should be instituted either after, or in conjunction with, race-neutral means of increasing minority business participation in public contracting. *Id.* at 1416. Second, the plan should avoid the use of “rigid numerical quotas.” *Id.* According to the Supreme Court, systems that permit waiver in appropriate cases and therefore require some individualized consideration of the applicants pose a lesser danger of offending the Constitution. *Id.* Mechanisms that introduce flexibility into the system also prevent the imposition of a disproportionate burden on a few individuals. *Id.* Third, “an MBE program must be limited in its effective scope to the boundaries of the enacting jurisdiction. *Id.* at 1416 quoting *Coral Construction*, 941 F.2d at 922.

The court found that the record showed the City considered, but rejected as not viable, specific race-neutral alternatives including a fund to assist newly established MBEs in meeting bonding requirements. The court stated that “while strict scrutiny requires serious, good faith consideration of race-neutral alternatives, strict scrutiny does not require exhaustion of every possible such alternative ... however irrational, costly, unreasonable, and unlikely to succeed such alternative may be.” *Id.* at 1417 quoting *Coral Construction*, 941 F.2d at 923. The court found the City ten years before had attempted to eradicate discrimination in city contracting through passage of a race-neutral ordinance that prohibited city contractors from discriminating against their employees on the basis of race and required contractors to take steps to integrate their work force; and that the City made and continues to make efforts to enforce the anti-discrimination ordinance. *Id.* at 1417. The court stated inclusion of such race-neutral measures is one factor suggesting that an MBE plan is narrowly tailored. *Id.* at 1417.

The court also found that the Ordinance possessed the requisite flexibility. Rather than a rigid quota system, the City adopted a more modest system according to the court, that of bid preferences. *Id.* at 1417. The court pointed out that there were no goals, quotas, or set-asides and moreover, the plan remedies only specifically identified discrimination: the City provides preferences only to those

minority groups found to have previously received a lower percentage of specific types of contracts than their availability to perform such work would suggest. *Id.* at 1417.

The court rejected the argument of AGCC that to pass constitutional muster any remedy must provide redress only to specific individuals who have been identified as victims of discrimination. *Id.* at 1417, n. 12. The Ninth Circuit agreed with the district court that an iron-clad requirement limiting any remedy to individuals personally proven to have suffered prior discrimination would render any race-conscious remedy “superfluous,” and would thwart the Supreme Court’s directive in *Croson* that race-conscious remedies may be permitted in some circumstances. *Id.* at 1417, n. 12. The court also found that the burdens of the bid preferences on those not entitled to them appear “relatively light and well distributed.” *Id.* at 1417. The court stated that the Ordinance was “limited in its geographical scope to the boundaries of the enacting jurisdiction. *Id.* at 1418, quoting *Coral Construction*, 941 F.2d at 925. The court found that San Francisco had carefully limited the ordinance to benefit only those MBEs located within the City’s borders. *Id.* 1418.

12. *Coral Construction Co. v. King County*, 941 F.2d 910 (9th Cir. 1991)

In *Coral Construction Co. v. King County*, 941 F.2d 910 (9th Cir. 1991), the Ninth Circuit examined the constitutionality of King County, Washington’s minority and women business set-aside program in light of the standard set forth in *City of Richmond v. J.A. Croson Co.* The court held that although the County presented ample anecdotal evidence of disparate treatment of MBE contractors and subcontractors, the total absence of pre-program enactment statistical evidence was problematic to the compelling government interest component of the strict scrutiny analysis. The court remanded to the district court for a determination of whether the post-program enactment studies constituted a sufficient compelling government interest. Per the narrow tailoring prong of the strict scrutiny test, the court found that although the program included race-neutral alternative measures and was flexible (*i.e.*, included a waiver provision), the over breadth of the program to include MBEs outside of King County was fatal to the narrow tailoring analysis.

The court also remanded on the issue of whether the plaintiffs were entitled to damages under 42 U.S.C. §§ 1981 and 1983, and in particular to determine whether evidence of causation existed. With respect to the WBE program, the court held the plaintiff had standing to challenge the program, and applying the intermediate scrutiny analysis, held the WBE program survived the facial challenge.

In finding the absence of any statistical data in support of the County’s MBE Program, the court made it clear that statistical analyses have served and will continue to serve an important role in cases in which the existence of discrimination is a disputed issue. 941 F.2d at 918. The court noted that it has repeatedly approved the use of statistical proof to establish a *prima facie* case of discrimination. *Id.* The court pointed out that the U.S. Supreme Court in *Croson* held that where “gross statistical disparities can be shown, they alone may in a proper case constitute *prima facie* proof of a pattern or practice of discrimination.” *Id.* at 918, quoting *Hazelwood School Dist. v. United States*, 433 U.S. 299, 307-08, and *Croson*, 488 U.S. at 501.

The court points out that statistical evidence may not fully account for the complex factors and motivations guiding employment decisions, many of which may be entirely race-neutral. *Id.* at 919. The court noted that the record contained a plethora of anecdotal evidence, but that anecdotal evidence, standing alone, suffers the same flaws as statistical evidence. *Id.* at 919. While anecdotal

evidence may suffice to prove individual claims of discrimination, rarely, according to the court, if ever, can such evidence show a systemic pattern of discrimination necessary for the adoption of an affirmative action plan. *Id.*

Nonetheless, the court held that the combination of convincing anecdotal and statistical evidence is potent. *Id.* at 919. The court pointed out that individuals who testified about their personal experiences brought the cold numbers of statistics “convincingly to life.” *Id.* at 919, quoting *International Brotherhood of Teamsters v. United States*, 431 U.S. 324, 339 (1977). The court also pointed out that the Eleventh Circuit Court of Appeals, in passing upon a minority set-aside program similar to the one in King County, concluded that the testimony regarding complaints of discrimination combined with the gross statistical disparities uncovered by the County studies provided more than enough evidence on the question of prior discrimination and need for racial classification to justify the denial of a Motion for Summary Judgment. *Id.* at 919, citing *Cone Corp. v. Hillsborough County*, 908 F.2d 908, 916 (11th Cir. 1990).

The court found that the MBE Program of the County could not stand without a proper statistical foundation. *Id.* at 919. The court addressed whether post-enactment studies done by the County of a statistical foundation could be considered by the court in connection with determining the validity of the County MBE Program. The court held that a municipality must have *some* concrete evidence of discrimination in a particular industry before it may adopt a remedial program. *Id.* at 920. However, the court said this requirement of *some* evidence does not mean that a program will be automatically struck down if the evidence before the municipality at the time of enactment does not completely fulfill both prongs of the strict scrutiny test. *Id.* Rather, the court held, the factual predicate for the program should be evaluated based upon all evidence presented to the district court, whether such evidence was adduced before or after enactment of the MBE Program. *Id.* Therefore, the court adopted a rule that a municipality should have before it some evidence of discrimination before adopting a race-conscious program, while allowing post-adoption evidence to be considered in passing on the constitutionality of the program. *Id.*

The court, therefore, remanded the case to the district court for determination of whether the consultant studies that were performed after the enactment of the MBE Program could provide an adequate factual justification to establish a “propelling government interest” for King County’s adopting the MBE Program. *Id.* at 922.

The court also found that *Croson* does not require a showing of active discrimination by the enacting agency, and that passive participation, such as the infusion of tax dollars into a discriminatory industry, suffices. *Id.* at 922, citing *Croson*, 488 U.S. at 492. The court pointed out that the Supreme Court in *Croson* concluded that if the City had evidence before it, that non-minority contractors were systematically excluding minority businesses from subcontracting opportunities, it could take action to end the discriminatory exclusion. *Id.* at 922. The court points out that if the record ultimately supported a finding of systemic discrimination, the County adequately limited its program to those businesses that receive tax dollars, and the program imposed obligations upon only those businesses which voluntarily sought King County tax dollars by contracting with the County. *Id.*

The court addressed several factors in terms of the narrowly tailored analysis, and found that first, an MBE program should be instituted either after, or in conjunction with, race-neutral means of increasing minority business participation and public contracting. *Id.* at 922, citing *Croson*, 488 U.S. at

507. The second characteristic of the narrowly tailored program, according to the court, is the use of minority utilization goals on a case-by-case basis, rather than upon a system of rigid numerical quotas. *Id.* Finally, the court stated that an MBE program must be limited in its effective scope to the boundaries of the enacting jurisdiction. *Id.*

Among the various narrowly tailored requirements, the court held consideration of race-neutral alternatives is among the most important. *Id.* at 922. Nevertheless, the court stated that while strict scrutiny requires serious, good faith consideration of race-neutral alternatives, strict scrutiny does not require exhaustion of every possible such alternative. *Id.* at 923. The court noted that it does not intend a government entity exhaust *every* alternative, however irrational, costly, unreasonable, and unlikely to succeed such alternative might be. *Id.* Thus, the court required only that a state exhausts race-neutral measures that the state is authorized to enact, and that have a reasonable possibility of being effective. *Id.* The court noted in this case the County considered alternatives, but determined that they were not available as a matter of law. *Id.* The County cannot be required to engage in conduct that may be illegal, nor can it be compelled to expend precious tax dollars on projects where potential for success is marginal at best. *Id.*

The court noted that King County had adopted some race-neutral measures in conjunction with the MBE Program, for example, hosting one or two training sessions for small businesses, covering such topics as doing business with the government, small business management, and accounting techniques. *Id.* at 923. In addition, the County provided information on assessing Small Business Assistance Programs. *Id.* The court found that King County fulfilled its burden of considering race-neutral alternative programs. *Id.*

A second indicator of a program's narrowly tailoring is program flexibility. *Id.* at 924. The court found that an important means of achieving such flexibility is through use of case-by-case utilization goals, rather than rigid numerical quotas or goals. *Id.* at 924. The court pointed out that King County used a "percentage preference" method, which is not a quota, and while the preference is locked at 5 percent, such a fixed preference is not unduly rigid in light of the waiver provisions. The court found that a valid MBE Program should include a waiver system that accounts for both the availability of qualified MBEs and whether the qualified MBEs have suffered from the effects of past discrimination by the County or prime contractors. *Id.* at 924. The court found that King County's program provided waivers in both instances, including where neither minority nor a woman's business is available to provide needed goods or services and where available minority and/or women's businesses have given price quotes that are unreasonably high. *Id.*

The court also pointed out other attributes of the narrowly tailored and flexible MBE program, including a bidder that does not meet planned goals, may nonetheless be awarded the contract by demonstrating a good faith effort to comply. *Id.* The actual percentages of required MBE participation are determined on a case-by-case basis. Levels of participation may be reduced if the prescribed levels are not feasible, if qualified MBEs are unavailable, or if MBE price quotes are not competitive. *Id.*

The court concluded that an MBE program must also be limited in its geographical scope to the boundaries of the enacting jurisdiction. *Id.* at 925. Here the court held that King County's MBE program fails this third portion of "narrowly tailored" requirement. The court found the definition of "minority business" included in the Program indicated that a minority-owned business may qualify

for preferential treatment if the business has been discriminated against in the particular geographical areas in which it operates. The court held this definition as overly broad. *Id.* at 925. The court held that the County should ask the question whether a business has been discriminated against in King County. *Id.* This determination, according to the court, is not an insurmountable burden for the County, as the rule does not require finding specific instances of discriminatory exclusion for each MBE. *Id.* Rather, if the County successfully proves malignant discrimination within the King County business community, an MBE would be presumptively eligible for relief if it had previously sought to do business in the County. *Id.*

In other words, if systemic discrimination in the County is shown, then it is fair to presume that an MBE was victimized by the discrimination. *Id.* at 925. For the presumption to attach to the MBE, however, it must be established that the MBE is, or attempted to become, an active participant in the County's business community. *Id.* Because King County's program permitted MBE participation even by MBEs that have no prior contact with King County, the program was overbroad to that extent. *Id.* Therefore, the court reversed the grant of summary judgment to King County on the MBE program on the basis that it was geographically overbroad.

The court considered the gender-specific aspect of the MBE program. The court determined the degree of judicial scrutiny afforded gender-conscious programs was intermediate scrutiny, rather than strict scrutiny. *Id.* at 930. Under intermediate scrutiny, gender-based classification must serve an important governmental objective, and there must be a direct, substantial relationship between the objective and the means chosen to accomplish the objective. *Id.* at 931.

In this case, the court concluded, that King County's WBE preference survived a facial challenge. *Id.* at 932. The court found that King County had a legitimate and important interest in remedying the many disadvantages that confront women business owners and that the means chosen in the program were substantially related to the objective. *Id.* The court found the record adequately indicated discrimination against women in the King County construction industry, noting the anecdotal evidence including an affidavit of the president of a consulting engineering firm. *Id.* at 933. Therefore, the court upheld the WBE portion of the MBE program and affirmed the district court's grant of summary judgment to King County for the WBE program.

Recent District Court Decisions

13. *H.B. Rowe Corp., Inc. v. W. Lyndo Tippet, North Carolina DOT, et al.*, 589 F. Supp.2d 587 (E.D.N.C. 2008), affirmed in part, reversed in part, and remanded, 615 F.3d 233 (4th Cir. 2010)

In *H.B. Rowe Company v. Tippet, North Carolina Department of Transportation, et al.* ("Rowe"), the United States District Court for the Eastern District of North Carolina, Western Division, heard a challenge to the State of North Carolina MBE and WBE Program, which is a State of North Carolina "affirmative action" program administered by the NCDOT. The NCDOT MWBE Program challenged in *Rowe* involves projects funded solely by the State of North Carolina and not funded by the USDOT. 589 F.Supp.2d 587.

Background. In this case plaintiff, a family-owned road construction business, bid on a NCDOT initiated state-funded project. NCDOT rejected plaintiff's bid in favor of the next low bid that had proposed higher minority participation on the project as part of its bid. According to NCDOT,

plaintiff's bid was rejected because of plaintiff's failure to demonstrate "good faith efforts" to obtain pre-designated levels of minority participation on the project.

As a prime contractor, plaintiff Rowe was obligated under the MWBE Program to either obtain participation of specified levels of MBE and WBE participation as subcontractors, or to demonstrate good faith efforts to do so. For this particular project, NCDOT had set MBE and WBE subcontractor participation goals of 10 percent and 5 percent, respectively. Plaintiff's bid included 6.6 percent WBE participation, but no MBE participation. The bid was rejected after a review of plaintiff's good faith efforts to obtain MBE participation. The next lowest bidder submitted a bid including 3.3 percent MBE participation and 9.3 percent WBE participation, and although not obtaining a specified level of MBE participation, it was determined to have made good faith efforts to do so. (Order of the District Court, dated March 29, 2007).

NCDOT's MWBE Program "largely mirrors" the Federal DBE Program, which NCDOT is required to comply with in awarding construction contracts that utilize Federal funds. (589 F.Supp.2d 587; Order of the District Court, dated September 28, 2007). Like the Federal DBE Program, under NCDOT's MWBE Program, the goals for minority and female participation are aspirational rather than mandatory. *Id.* An individual target for MBE participation was set for each project. *Id.*

Historically, NCDOT had engaged in several disparity studies. The most recent study was done in 2004. *Id.* The 2004 study, which followed the study in 1998, concluded that disparities in utilization of MBEs persist and that a basis remains for continuation of the MWBE Program. The new statute as revised was approved in 2006, which modified the previous MBE statute by eliminating the 10 percent and 5 percent goals and establishing a fixed expiration date of 2009.

Plaintiff filed its complaint in this case in 2003 against the NCDOT and individuals associated with the NCDOT, including the Secretary of NCDOT, W. Lyndo Tippet. In its complaint, plaintiff alleged that the MWBE statute for NCDOT was unconstitutional on its face and as applied. 589 F.Supp.2d 587.

March 29, 2007 Order of the District Court. The matter came before the district court initially on several motions, including the defendants' Motion to Dismiss or for Partial Summary Judgment, defendants' Motion to Dismiss the Claim for Mootness and plaintiff's Motion for Summary Judgment. The court in its October 2007 Order granted in part and denied in part defendants' Motion to Dismiss or for partial summary judgment; denied defendants' Motion to Dismiss the Claim for Mootness; and dismissed without prejudice plaintiff's Motion for Summary Judgment.

The court held the Eleventh Amendment to the United States Constitution bars plaintiff from obtaining any relief against defendant NCDOT, and from obtaining a retrospective damages award against any of the individual defendants in their official capacities. The court ruled that plaintiff's claims for relief against the NCDOT were barred by the Eleventh Amendment, and the NCDOT was dismissed from the case as a defendant. Plaintiff's claims for interest, actual damages, compensatory damages and punitive damages against the individual defendants sued in their official capacities also was held barred by the Eleventh Amendment and were dismissed. But, the court held that plaintiff was entitled to sue for an injunction to prevent state officers from violating a federal law, and under the *Ex Parte Young* exception, plaintiff's claim for declaratory and injunctive relief was permitted to go forward as against the individual defendants who were acting in an official capacity

with the NCDOT. The court also held that the individual defendants were entitled to qualified immunity, and therefore dismissed plaintiff's claim for money damages against the individual defendants in their individual capacities. Order of the District Court, dated March 29, 2007.

Defendants argued that the recent amendment to the MWBE statute rendered plaintiff's claim for declaratory injunctive relief moot. The new MWBE statute adopted in 2006, according to the court, does away with many of the alleged shortcomings argued by the plaintiff in this lawsuit. The court found the amended statute has a sunset date in 2009; specific aspirational participation goals by women and minorities are eliminated; defines "minority" as including only those racial groups which disparity studies identify as subject to underutilization in state road construction contracts; explicitly references the findings of the 2004 Disparity Study and requires similar studies to be conducted at least once every five years; and directs NCDOT to enact regulations targeting discrimination identified in the 2004 and future studies.

The court held, however, that the 2004 Disparity Study and amended MWBE statute do not remedy the primary problem which the plaintiff complained of: the use of remedial race- and gender- based preferences allegedly without valid evidence of past racial and gender discrimination. In that sense, the court held the amended MWBE statute continued to present a live case or controversy, and accordingly denied the defendants' Motion to Dismiss Claim for Mootness as to plaintiff's suit for prospective injunctive relief. Order of the District Court, dated March 29, 2007.

The court also held that since there had been no analysis of the MWBE statute apart from the briefs regarding mootness, plaintiff's pending Motion for Summary Judgment was dismissed without prejudice. Order of the District Court, dated March 29, 2007.

September 28, 2007 Order of the District Court. On September 28, 2007, the district court issued a new order in which it denied both the plaintiff's and the defendants' Motions for Summary Judgment. Plaintiff claimed that the 2004 Disparity Study is the sole basis of the MWBE statute, that the study is flawed, and therefore it does not satisfy the first prong of strict scrutiny review. Plaintiff also argued that the 2004 study tends to prove non-discrimination in the case of women; and finally the MWBE Program fails the second prong of strict scrutiny review in that it is not narrowly tailored.

The court found summary judgment was inappropriate for either party and that there are genuine issues of material fact for trial. The first and foremost issue of material fact, according to the court, was the adequacy of the 2004 Disparity Study as used to justify the MWBE Program. Therefore, because the court found there was a genuine issue of material fact regarding the 2004 Study, summary judgment was denied on this issue.

The court also held there was confusion as to the basis of the MWBE Program, and whether it was based solely on the 2004 Study or also on the 1993 and 1998 Disparity Studies. Therefore, the court held a genuine issue of material fact existed on this issue and denied summary judgment. Order of the District Court, dated September 28, 2007.

December 9, 2008 Order of the District Court (589 F.Supp.2d 587). The district court on December 9, 2008, after a bench trial, issued an Order that found as a fact and concluded as a matter of law that plaintiff failed to satisfy its burden of proof that the North Carolina Minority and

Women's Business Enterprise program, enacted by the state legislature to affect the awarding of contracts and subcontracts in state highway construction, violated the United States Constitution.

Plaintiff, in its complaint filed against the NCDOT alleged that N.C. Gen. St. § 136-28.4 is unconstitutional on its face and as applied, and that the NCDOT while administering the MWBE program violated plaintiff's rights under the federal law and the United States Constitution. Plaintiff requested a declaratory judgment that the MWBE program is invalid and sought actual and punitive damages.

As a prime contractor, plaintiff was obligated under the MWBE program to either obtain participation of specified levels of MBE and WBE subcontractors, or to demonstrate that good faith efforts were made to do so. Following a review of plaintiff's good faith efforts to obtain minority participation on the particular contract that was the subject of plaintiff's bid, the bid was rejected. Plaintiff's bid was rejected in favor of the next lowest bid, which had proposed higher minority participation on the project as part of its bid. According to NCDOT, plaintiff's bid was rejected because of plaintiff's failure to demonstrate good faith efforts to obtain pre-designated levels of minority participation on the project. 589 F.Supp.2d 587.

North Carolina's MWBE program. The MWBE program was implemented following amendments to N.C. Gen. Stat. §136-28.4. Pursuant to the directives of the statute, the NCDOT promulgated regulations governing administration of the MWBE program. See N.C. Admin. Code tit. 19A, § 2D.1101, et seq. The regulations had been amended several times and provide that NCDOT shall ensure that MBEs and WBEs have the maximum opportunity to participate in the performance of contracts financed with non-federal funds. N.C. Admin. Code Tit. 19A § 2D.1101.

North Carolina's MWBE program, which affected only highway bids and contracts funded solely with state money, according to the district court, largely mirrored the Federal DBE Program which NCDOT is required to comply with in awarding construction contracts that utilize federal funds. 589 F.Supp.2d 587. Like the Federal DBE Program, under North Carolina's MWBE program, the targets for minority and female participation were aspirational rather than mandatory, and individual targets for disadvantaged business participation were set for each individual project. N.C. Admin. Code tit. 19A § 2D.1108. In determining what level of MBE and WBE participation was appropriate for each project, NCDOT would take into account "the approximate dollar value of the contract, the geographical location of the proposed work, a number of the eligible funds in the geographical area, and the anticipated value of the items of work to be included in the contract." *Id.* NCDOT would also consider "the annual goals mandated by Congress and the North Carolina General Assembly." *Id.*

A firm could be certified as a MBE or WBE by showing NCDOT that it is "owner controlled by one or more socially and economically disadvantaged individuals." NC Admin. Code tit. 1980, § 2D.1102.

The district court stated the MWBE program did not directly discriminate in favor of minority and women contractors, but rather "encouraged prime contractors to favor MBEs and WBEs in subcontracting before submitting bids to NCDOT." 589 F.Supp.2d 587. In determining whether the lowest bidder is "responsible," NCDOT would consider whether the bidder obtained the level of certified MBE and WBE participation previously specified in the NCDOT project proposal. If not,

NCDOT would consider whether the bidder made good faith efforts to solicit MBE and WBE participation. N.C. Admin. Code tit. 19A§ 2D.1108.

There were multiple studies produced and presented to the North Carolina General Assembly in the years 1993, 1998 and 2004. The 1998 and 2004 studies concluded that disparities in the utilization of minority and women contractors persist, and that there remains a basis for continuation of the MWBE program. The MWBE program as amended after the 2004 study includes provisions that eliminated the 10 percent and 5 percent goals and instead replaced them with contract-specific participation goals created by NCDOT; established a sunset provision that has the statute expiring on August 31, 2009; and provides reliance on a disparity study produced in 2004.

The MWBE program, as it stood at the time of this decision, provides that NCDOT “dictates to prime contractors the express goal of MBE and WBE subcontractors to be used on a given project. However, instead of the state hiring the MBE and WBE subcontractors itself, the NCDOT makes the prime contractor solely responsible for vetting and hiring these subcontractors. If a prime contractor fails to hire the goal amount, it must submit efforts of ‘good faith’ attempts to do so.” 589 F.Supp.2d 587.

Compelling interest. The district court held that NCDOT established a compelling governmental interest to have the MWBE program. The court noted that the United States Supreme Court in *Croson* made clear that a state legislature has a compelling interest in eradicating and remedying private discrimination in the private subcontracting inherent in the letting of road construction contracts. 589 F.Supp.2d 587, *citing Croson*, 488 U.S. at 492. The district court found that the North Carolina Legislature established it relied upon a strong basis of evidence in concluding that prior race discrimination in North Carolina’s road construction industry existed so as to require remedial action.

The court held that the 2004 Disparity Study demonstrated the existence of previous discrimination in the specific industry and locality at issue. The court stated that disparity ratios provided for in the 2004 Disparity Study highlighted the underutilization of MBEs by prime contractors bidding on state funded highway projects. In addition, the court found that evidence relied upon by the legislature demonstrated a dramatic decline in the utilization of MBEs during the program’s suspension in 1991. The court also found that anecdotal support relied upon by the legislature confirmed and reinforced the general data demonstrating the underutilization of MBEs. The court held that the NCDOT established that, “based upon a clear and strong inference raised by this Study, they concluded minority contractors suffer from the lingering effects of racial discrimination.” 589 F.Supp.2d 587.

With regard to WBEs, the court applied a different standard of review. The court held the legislative scheme as it relates to MWBEs must serve an important governmental interest and must be substantially related to the achievement of those objectives. The court found that NCDOT established an important governmental interest. The 2004 Disparity Study provided that the average contracts awarded WBEs are significantly smaller than those awarded non-WBEs. The court held that NCDOT established based upon a clear and strong inference raised by the Study, women contractors suffer from past gender discrimination in the road construction industry.

Narrowly tailored. The district court noted that the Fourth Circuit of Appeals lists a number of factors to consider in analyzing a statute for narrow tailoring: (1) the necessity of the policy and the efficacy of alternative race neutral policies; (2) the planned duration of the policy; (3) the relationship

between the numerical goal and the percentage of minority group members in the relevant population; (4) the flexibility of the policy, including the provision of waivers if the goal cannot be met; and (5) the burden of the policy on innocent third parties. 589 F.Supp.2d 587, quoting *Belk v. Charlotte-Mecklenburg Board of Education*, 269 F.3d 305, 344 (4th Cir. 2001).

The district court held that the legislative scheme in N.C. Gen. Stat. § 136-28.4 is narrowly tailored to remedy private discrimination of minorities and women in the private subcontracting inherent in the letting of road construction contracts. The district court's analysis focused on narrowly tailoring factors (2) and (4) above, namely the duration of the policy and the flexibility of the policy. With respect to the former, the court held the legislative scheme provides the program be reviewed at least every five years to revisit the issue of utilization of MWBEs in the road construction industry. N.C. Gen. Stat. §136-28.4(b). Further, the legislative scheme includes a sunset provision so that the program will expire on August 31, 2009, unless renewed by an act of the legislature. *Id.* at § 136-28.4(e). The court held these provisions ensured the legislative scheme last no longer than necessary.

The court also found that the legislative scheme enacted by the North Carolina legislature provides flexibility insofar as the participation goals for a given contract or determined on a project by project basis. § 136-28.4(b)(1). Additionally, the court found the legislative scheme in question is not overbroad because the statute applies only to “those racial or ethnicity classifications identified by a study conducted in accordance with this section that had been subjected to discrimination in a relevant marketplace and that had been adversely affected in their ability to obtain contracts with the Department.” § 136-28.4(c)(2). The court found that plaintiff failed to provide any evidence that indicates minorities from non-relevant racial groups had been awarded contracts as a result of the statute.

The court held that the legislative scheme is narrowly tailored to remedy private discrimination of minorities and women in the private subcontracting inherent in the letting of road construction contracts, and therefore found that § 136-28.4 is constitutional.

The decision of the district court was appealed to the United States Court of Appeals for the Fourth Circuit, which affirmed in part and reversed in part the decision of the district court. *See* 615 F3d 233 (4th Cir. 2010), discussed above.

14. *Thomas v. City of Saint Paul*, 526 F. Supp.2d 959 (D. Minn 2007), affirmed, 321 Fed. Appx. 541, 2009 WL 777932 (8th Cir. March 26, 2009) (unpublished opinion), cert. denied, 130 S.Ct. 408 (2009)

In *Thomas v. City of Saint Paul*, the plaintiffs are African American business owners who brought this lawsuit claiming that the City of Saint Paul, Minnesota discriminated against them in awarding publicly-funded contracts. The City moved for summary judgment, which the United States District Court granted and issued an order dismissing the plaintiff's lawsuit in December 2007.

The background of the case involves the adoption by the City of Saint Paul of a Vendor Outreach Program (“VOP”) that was designed to assist minority and other small business owners in competing for City contracts. Plaintiffs were VOP-certified minority business owners. Plaintiffs contended that the City engaged in racially discriminatory illegal conduct in awarding City contracts for publicly-funded projects. Plaintiff Thomas claimed that the City denied him opportunities to work on projects

because of his race arguing that the City failed to invite him to bid on certain projects, the City failed to award him contracts and the fact independent developers had not contracted with his company. 526 F. Supp.2d at 962. The City contended that Thomas was provided opportunities to bid for the City's work.

Plaintiff Brian Conover owned a trucking firm, and he claimed that none of his bids as a subcontractor on 22 different projects to various independent developers were accepted. 526 F. Supp.2d at 962. The court found that after years of discovery, plaintiff Conover offered no admissible evidence to support his claim, had not identified the subcontractors whose bids were accepted, and did not offer any comparison showing the accepted bid and the bid he submitted. *Id.* Plaintiff Conover also complained that he received bidding invitations only a few days before a bid was due, which did not allow him adequate time to prepare a competitive bid. *Id.* The court found, however, he failed to identify any particular project for which he had only a single day of bid, and did not identify any similarly situated person of any race who was afforded a longer period of time in which to submit a bid. *Id.* at 963. Plaintiff Newell claimed he submitted numerous bids on the City's projects all of which were rejected. *Id.* The court found, however, that he provided no specifics about why he did not receive the work. *Id.*

The VOP. Under the VOP, the City sets annual benchmarks or levels of participation for the targeted minorities groups. *Id.* at 963. The VOP prohibits quotas and imposes various "good faith" requirements on prime contractors who bid for City projects. *Id.* at 964. In particular, the VOP requires that when a prime contractor rejects a bid from a VOP-certified business, the contractor must give the City its basis for the rejection, and evidence that the rejection was justified. *Id.* The VOP further imposes obligations on the City with respect to vendor contracts. *Id.* The court found the City must seek where possible and lawful to award a portion of vendor contracts to VOP-certified businesses. *Id.* The City contract manager must solicit these bids by phone, advertisement in a local newspaper or other means. Where applicable, the contract manager may assist interested VOP participants in obtaining bonds, lines of credit or insurance required to perform under the contract. *Id.* The VOP ordinance provides that when the contract manager engages in one or more possible outreach efforts, he or she is in compliance with the ordinance. *Id.*

Analysis and Order of the Court. The district court found that the City is entitled to summary judgment because plaintiffs lack standing to bring these claims and that no genuine issue of material fact remains. *Id.* at 965. The court held that the plaintiffs had no standing to challenge the VOP because they failed to show they were deprived of an opportunity to compete, or that their inability to obtain any contract resulted from an act of discrimination. *Id.* The court found they failed to show any instance in which their race was a determinant in the denial of any contract. *Id.* at 966. As a result, the court held plaintiffs failed to demonstrate the City engaged in discriminatory conduct or policy which prevented plaintiffs from competing. *Id.* at 965-966.

The court held that in the absence of any showing of intentional discrimination based on race, the mere fact the City did not award any contracts to plaintiffs does not furnish that causal nexus necessary to establish standing. *Id.* at 966. The court held the law does not require the City to voluntarily adopt "aggressive race-based affirmative action programs" in order to award specific groups publicly-funded contracts. *Id.* at 966. The court found that plaintiffs had failed to show a violation of the VOP ordinance, or any illegal policy or action on the part of the City. *Id.*

The court stated that the plaintiffs must identify a discriminatory policy in effect. *Id.* at 966. The court noted, for example, even assuming the City failed to give plaintiffs more than one day's notice to enter a bid, such a failure is not, per se, illegal. *Id.* The court found the plaintiffs offered no evidence that anyone else of any other race received an earlier notice, or that he was given this allegedly tardy notice as a result of his race. *Id.*

The court concluded that even if plaintiffs may not have been hired as a subcontractor to work for prime contractors receiving City contracts, these were independent developers and the City is not required to defend the alleged bad acts of others. *Id.* Therefore, the court held plaintiffs had no standing to challenge the VOP. *Id.* at 966.

Plaintiff's claims. The court found that even assuming plaintiffs possessed standing, they failed to establish facts which demonstrated a need for a trial, primarily because each theory of recovery is viable only if the City "intentionally" treated plaintiffs unfavorably because of their race. *Id.* at 967. The court held to establish a prima facie violation of the equal protection clause, there must be state action. *Id.* Plaintiffs must offer facts and evidence that constitute proof of "racially discriminatory intent or purpose." *Id.* at 967. Here, the court found that plaintiff failed to allege any single instance showing the City "intentionally" rejected VOP bids based on their race. *Id.*

The court also found that plaintiffs offered no evidence of a specific time when any one of them submitted the lowest bid for a contract or a subcontract, or showed any case where their bids were rejected on the basis of race. *Id.* The court held the alleged failure to place minority contractors in a preferred position, without more, is insufficient to support a finding that the City failed to treat them equally based upon their race. *Id.*

The City rejected the plaintiff's claims of discrimination because the plaintiffs did not establish by evidence that the City "intentionally" rejected their bid due to race or that the City "intentionally" discriminated against these plaintiffs. *Id.* at 967-968. The court held that the plaintiffs did not establish a single instance showing the City deprived them of their rights, and the plaintiffs did not produce evidence of a "discriminatory motive." *Id.* at 968. The court concluded that plaintiffs had failed to show that the City's actions were "racially motivated." *Id.*

The Eighth Circuit Court of Appeals affirmed the ruling of the district court. *Thomas v. City of Saint Paul*, 2009 WL 777932 (8th Cir. 2009)(unpublished opinion). The Eighth Circuit affirmed based on the decision of the district court and finding no reversible error.

15. *Thompson Building Wrecking Co. v. Augusta, Georgia*, No. 1:07CV019, 2007 WL 926153 (S.D. Ga. Mar. 14, 2007)(Slip. Op.)

This case considered the validity of the City of Augusta's local minority DBE program. The district court enjoined the City from favoring any contract bid on the basis of racial classification and based its decision principally upon the outdated and insufficient data proffered by the City in support of its program. 2007 WL 926153 at *9-10.

The City of Augusta enacted a local DBE program based upon the results of a disparity study completed in 1994. The disparity study examined the disparity in socioeconomic status among races, compared black-owned businesses in Augusta with those in other regions and those owned by other

racial groups, examined “Georgia’s racist history” in contracting and procurement, and examined certain data related to Augusta’s contracting and procurement. *Id.* at *1-4. The plaintiff contractors and subcontractors challenged the constitutionality of the DBE program and sought to extend a temporary injunction enjoining the City’s implementation of racial preferences in public bidding and procurement.

The City defended the DBE program arguing that it did not utilize racial classifications because it only required vendors to make a “good faith effort” to ensure DBE participation. *Id.* at *6. The court rejected this argument noting that bidders were required to submit a “Proposed DBE Participation” form and that bids containing DBE participation were treated more favorably than those bids without DBE participation. The court stated: “Because a person’s business can qualify for the favorable treatment based on that person’s race, while a similarly situated person of another race would not qualify, the program contains a racial classification.” *Id.*

The court noted that the DBE program harmed subcontractors in two ways: first, because prime contractors will discriminate between DBE and non-DBE subcontractors and a bid with a DBE subcontractor would be treated more favorably; and second, because the City would favor a bid containing DBE participation over an equal or even superior bid containing no DBE participation. *Id.*

The court applied the strict scrutiny standard set forth in *Croson* and *Engineering Contractors Association* to determine whether the City had a compelling interest for its program and whether the program was narrowly tailored to that end. The court noted that pursuant to *Croson*, the City would have a compelling interest in assuring that tax dollars would not perpetuate private prejudice. But, the court found (*citing to Croson*), that a state or local government must identify that discrimination, “public or private, with some specificity before they may use race-conscious relief.” The court cited the Eleventh Circuit’s position that “‘gross statistical disparities’ between the proportion of minorities hired by the public employer and the proportion of minorities willing and able to work” may justify an affirmative action program. *Id.* at *7. The court also stated that anecdotal evidence is relevant to the analysis.

The court determined that while the City’s disparity study showed some statistical disparities buttressed by anecdotal evidence, the study suffered from multiple issues. *Id.* at *7-8. Specifically, the court found that those portions of the study examining discrimination outside the area of subcontracting (*e.g.*, socioeconomic status of racial groups in the Augusta area) were irrelevant for purposes of showing a compelling interest. The court also cited the failure of the study to differentiate between different minority races as well as the improper aggregation of race- and gender-based discrimination referred to as Simpson’s Paradox.

The court assumed for purposes of its analysis that the City could show a compelling interest but concluded that the program was not narrowly tailored and thus could not satisfy strict scrutiny. The court found that it need look no further beyond the fact of the thirteen-year duration of the program absent further investigation, and the absence of a sunset or expiration provision, to conclude that the DBE program was not narrowly tailored. *Id.* at *8. Noting that affirmative action is permitted only sparingly, the court found: “[i]t would be impossible for Augusta to argue that, 13 years after last studying the issue, racial discrimination is so rampant in the Augusta contracting industry that the City must affirmatively act to avoid being complicit.” *Id.* The court held in conclusion, that the

plaintiffs were “substantially likely to succeed in proving that, when the City requests bids with minority participation and in fact favors bids with such, the plaintiffs will suffer racial discrimination in violation of the Equal Protection Clause.” *Id.* at *9.

In a subsequent Order dated September 5, 2007, the court denied the City’s motion to continue plaintiff’s Motion for Summary Judgment, denied the City’s Rule 12(b)(6) motion to dismiss, and stayed the action for 30 days pending mediation between the parties. Importantly, in this Order, the court reiterated that the female- and locally-owned business components of the program (challenged in plaintiff’s Motion for Summary Judgment) would be subject to intermediate scrutiny and rational basis scrutiny, respectively. The court also reiterated its rejection of the City’s challenge to the plaintiffs’ standing. The court noted that under *Adarand*, preventing a contractor from competing on an equal footing satisfies the particularized injury prong of standing. And showing that the contractor will sometime in the future bid on a City contract “that offers financial incentives to a prime contractor for hiring disadvantaged subcontractors” satisfies the second requirement that the particularized injury be actual or imminent. Accordingly, the court concluded that the plaintiffs have standing to pursue this action.

16. *Hershell Gill Consulting Engineers, Inc. v. Miami-Dade County*, 333 F. Supp.2d 1305 (S.D. Fla. 2004)

The decision in *Hershell Gill Consulting Engineers, Inc. v. Miami-Dade County*, is significant to the disparity study because it applied and followed the *Engineering Contractors Association* decision in the context of contracting and procurement for goods and services (including architect and engineer services). Many of the other cases focused on construction, and thus *Hershell Gill* is instructive as to the analysis relating to architect and engineering services. The decision in *Hershell Gill* also involved a district court in the Eleventh Circuit imposing compensatory and punitive damages upon individual County Commissioners due to the district court’s finding of their willful failure to abrogate an unconstitutional MBE/WBE Program. In addition, the case is noteworthy because the district court refused to follow the 2003 Tenth Circuit Court of Appeals decision in *Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950 (10th Cir. 2003). See discussion, *infra*.

Six years after the decision in *Engineering Contractors Association*, two white male-owned engineering firms (the “plaintiffs”) brought suit against Engineering Contractors Association (the “County”), the former County Manager, and various current County Commissioners (the “Commissioners”) in their official and personal capacities (collectively the “defendants”), seeking to enjoin the same “participation goals” in the same MWBE program deemed to violate the Fourteenth Amendment in the earlier case. 333 F. Supp. 1305, 1310 (S.D. Fla. 2004). After the Eleventh Circuit’s decision in *Engineering Contractors Association* striking down the MWBE programs as applied to construction contracts, the County enacted a Community Small Business Enterprise (“CSBE”) program for construction contracts, “but continued to apply racial, ethnic, and gender criteria to its purchases of goods and services in other areas, including its procurement of A&E services.” *Id.* at 1311.

The plaintiffs brought suit challenging the Black Business Enterprise (BBE) program, the Hispanic Business Enterprise (HBE) program, and the Women Business Enterprise (WBE) program (collectively “MBE/WBE”). *Id.* The MBE/WBE programs applied to A&E contracts in excess of \$25,000. *Id.* at 1312. The County established five “contract measures” to reach the participation goals: (1) set-asides, (2) subcontractor goals, (3) project goals, (4) bid preferences, and (5) selection

factors. *Id.* Once a contract was identified as covered by a participation goal, a review committee would determine whether a contract measure should be utilized. *Id.* The County was required to review the efficacy of the MBE/WBE programs annually, and reevaluated the continuing viability of the MBE/WBE programs every five years. *Id.* at 1313. However, the district court found “the participation goals for the three MBE/WBE programs challenged ... remained unchanged since 1994.” *Id.*

In 1998, counsel for plaintiffs contacted the County Commissioners requesting the discontinuation of contract measures on A&E contracts. *Id.* at 1314. Upon request of the Commissioners, the county manager then made two reports (an original and a follow-up) measuring parity in terms of dollars awarded and dollars paid in the areas of A&E for blacks, Hispanics, and women, and concluded both times that the “County has reached parity for black, Hispanic, and Women-owned firms in the areas of [A&E] services.” The final report further stated “Based on all the analyses that have been performed, the County does not have a basis for the establishment of participation goals which would allow staff to apply contract measures.” *Id.* at 1315. The district court also found that the Commissioners were informed that “there was even less evidence to support [the MBE/WBE] programs as applied to architects and engineers than there was in contract construction.” *Id.* Nonetheless, the Commissioners voted to continue the MBE/WBE participation goals at their previous levels. *Id.*

In May of 2000 (18 months after the lawsuit was filed), the County commissioned Dr. Manuel J. Carvajal, an econometrician, to study architects and engineers in the county. His final report had four parts:

(1) data identification and collection of methodology for displaying the research results; (2) presentation and discussion of tables pertaining to architecture, civil engineering, structural engineering, and awards of contracts in those areas; (3) analysis of the structure and empirical estimates of various sets of regression equations, the calculation of corresponding indices, and an assessment of their importance; and (4) a conclusion that there is discrimination against women and Hispanics — but not against blacks — in the fields of architecture and engineering.

Id. The district court issued a preliminary injunction enjoining the use of the MBE/WBE programs for A&E contracts, pending the United States Supreme Court decisions in *Gratz v. Bollinger*, 539 U.S. 244 (2003) and *Grutter v. Bollinger*, 539 U.S. 306 (2003). *Id.* at 1316.

The court considered whether the MBE/WBE programs were violative of Title VII of the Civil Rights Act, and whether the County and the County Commissioners were liable for compensatory and punitive damages.

The district court found that the Supreme Court decisions in *Gratz* and *Grutter* did not alter the constitutional analysis as set forth in *Adarand* and *Croson*. *Id.* at 1317. Accordingly, the race- and ethnicity-based classifications were subject to strict scrutiny, meaning the County must present “a strong basis of evidence” indicating the MBE/WBE program was necessary and that it was narrowly tailored to its purported purpose. *Id.* at 1316. The gender-based classifications were subject to intermediate scrutiny, requiring the County to show the “gender-based classification serves an important governmental objective, and that it is substantially related to the achievement of that objective.” *Id.* at 1317 (internal citations omitted). The court found that the proponent of a gender-

based affirmative action program must present “sufficient probative evidence” of discrimination. *Id.* (internal citations omitted). The court found that under the intermediate scrutiny analysis, the County must (1) demonstrate past discrimination against women but not necessarily at the hands of the County, and (2) that the gender-conscious affirmative action program need not be used only as a “last resort.” *Id.*

The County presented both statistical and anecdotal evidence. *Id.* at 1318. The statistical evidence consisted of Dr. Carvajal’s report, most of which consisted of “post-enactment” evidence. *Id.* Dr. Carvajal’s analysis sought to discover the existence of racial, ethnic and gender disparities in the A&E industry, and then to determine whether any such disparities could be attributed to discrimination. *Id.* The study used four data sets: three were designed to establish the marketplace availability of firms (architecture, structural engineering, and civil engineering), and the fourth focused on awards issued by the County. *Id.* Dr. Carvajal used the phone book, a list compiled by infoUSA, and a list of firms registered for technical certification with the County’s Department of Public Works to compile a list of the “universe” of firms competing in the market. *Id.* For the architectural firms only, he also used a list of firms that had been issued an architecture professional license. *Id.*

Dr. Carvajal then conducted a phone survey of the identified firms. Based on his data, Dr. Carvajal concluded that disparities existed between the percentage of A&E firms owned by blacks, Hispanics, and women, and the percentage of annual business they received. *Id.* Dr. Carvajal conducted regression analyses “in order to determine the effect a firm owner’s gender or race had on certain dependent variables.” *Id.* Dr. Carvajal used the firm’s annual volume of business as a dependent variable and determined the disparities were due in each case to the firm’s gender and/or ethnic classification. *Id.* at 1320. He also performed variants to the equations including: (1) using certification rather than survey data for the experience / capacity indicators, (2) with the outliers deleted, (3) with publicly-owned firms deleted, (4) with the dummy variables reversed, and (5) using only currently certified firms.” *Id.* Dr. Carvajal’s results remained substantially unchanged. *Id.*

Based on his analysis of the marketplace data, Dr. Carvajal concluded that the “gross statistical disparities” in the annual business volume for Hispanic- and women-owned firms could be attributed to discrimination; he “did not find sufficient evidence of discrimination against blacks.” *Id.*

The court held that Dr. Carvajal’s study constituted neither a “strong basis in evidence” of discrimination necessary to justify race- and ethnicity-conscious measures, nor did it constitute “sufficient probative evidence” necessary to justify the gender-conscious measures. *Id.* The court made an initial finding that no disparity existed to indicate underutilization of MBE/WBEs in the award of A&E contracts by the County, nor was there underutilization of MBE/WBEs in the contracts they were awarded. *Id.* The court found that an analysis of the award data indicated, “[i]f anything, the data indicates an overutilization of minority-owned firms by the County in relation to their numbers in the marketplace.” *Id.*

With respect to the marketplace data, the County conceded that there was insufficient evidence of discrimination against blacks to support the BBE program. *Id.* at 1321. With respect to the marketplace data for Hispanics and women, the court found it “unreliable and inaccurate” for three reasons: (1) the data failed to properly measure the geographic market, (2) the data failed to properly measure the product market, and (3) the marketplace survey was unreliable. *Id.* at 1321-25.

The court ruled that it would not follow the Tenth Circuit decision of *Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950 (10th Cir. 2003), as the burden of proof enunciated by the Tenth Circuit conflicts with that of the Eleventh Circuit, and the “Tenth Circuit’s decision is flawed for the reasons articulated by Justice Scalia in his dissent from the denial of certiorari.” *Id.* at 1325 (internal citations omitted).

The defendant intervenors presented anecdotal evidence pertaining only to discrimination against women in the County’s A&E industry. *Id.* The anecdotal evidence consisted of the testimony of three A&E professional women, “nearly all” of which was related to discrimination in the award of County contracts. *Id.* at 1326. However, the district court found that the anecdotal evidence contradicted Dr. Carvajal’s study indicating that no disparity existed with respect to the award of County A&E contracts. *Id.*

The court quoted the Eleventh Circuit in *Engineering Contractors Association* for the proposition “that only in the rare case will anecdotal evidence suffice standing alone.” *Id.* (internal citations omitted). The court held that “[t]his is not one of those rare cases.” The district court concluded that the statistical evidence was “unreliable and fail[ed] to establish the existence of discrimination,” and the anecdotal evidence was insufficient as it did not even reach the level of anecdotal evidence in *Engineering Contractors Association* where the County employees themselves testified. *Id.*

The court made an initial finding that a number of minority groups provided preferential treatment were in fact majorities in the County in terms of population, voting capacity, and representation on the County Commission. *Id.* at 1326-1329. For purposes only of conducting the strict scrutiny analysis, the court then assumed that Dr. Carvajal’s report demonstrated discrimination against Hispanics (note the County had conceded it had insufficient evidence of discrimination against blacks) and sought to determine whether the HBE program was narrowly tailored to remedying that discrimination. *Id.* at 1330. However, the court found that because the study failed to “identify who is engaging in the discrimination, what form the discrimination might take, at what stage in the process it is taking place, or how the discrimination is accomplished . . . it is virtually impossible to narrowly tailor any remedy, and the HBE program fails on this fact alone.” *Id.*

The court found that even after the County Managers informed the Commissioners that the County had reached parity in the A&E industry, the Commissioners declined to enact a CSBE ordinance, a race-neutral measure utilized in the construction industry after *Engineering Contractors Association*. *Id.* Instead, the Commissioners voted to continue the HBE program. *Id.* The court held that the County’s failure to even explore a program similar to the CSBE ordinance indicated that the HBE program was not narrowly tailored. *Id.* at 1331.

The court also found that the County enacted a broad anti-discrimination ordinance imposing harsh penalties for a violation thereof. *Id.* However, “not a single witness at trial knew of any instance of a complaint being brought under this ordinance concerning the A&E industry,” leading the court to conclude that the ordinance was either not being enforced, or no discrimination existed. *Id.* Under either scenario, the HBE program could not be narrowly tailored. *Id.*

The court found the waiver provisions in the HBE program inflexible in practice. *Id.* Additionally, the court found the County had failed to comply with the provisions in the HBE program requiring adjustment of participation goals based on annual studies, because the County had not in fact

conducted annual studies for several years. *Id.* The court found this even “more problematic” because the HBE program did not have a built-in durational limit, and thus blatantly violated Supreme Court jurisprudence requiring that racial and ethnic preferences “must be limited in time.” *Id.* at 1332, citing *Grutter*, 123 S. Ct. at 2346. For the foregoing reasons, the court concluded the HBE program was not narrowly tailored. *Id.* at 1332.

With respect to the WBE program, the court found that “the failure of the County to identify who is discriminating and where in the process the discrimination is taking place indicates (though not conclusively) that the WBE program is not substantially related to eliminating that discrimination.” *Id.* at 1333. The court found that the existence of the anti-discrimination ordinance, the refusal to enact a small business enterprise ordinance, and the inflexibility in setting the participation goals rendered the WBE program unable to satisfy the substantial relationship test. *Id.*

The court held that the County was liable for any compensatory damages. *Id.* at 1333-34. The court held that the Commissioners had absolute immunity for their legislative actions; however, they were not entitled to qualified immunity for their actions in voting to apply the race-, ethnicity-, and gender-conscious measures of the MBE/WBE programs if their actions violated “clearly established statutory or constitutional rights of which a reasonable person would have known ... Accordingly, the question is whether the state of the law at the time the Commissioners voted to apply [race-, ethnicity-, and gender-conscious measures] gave them ‘fair warning’ that their actions were unconstitutional.” *Id.* at 1335-36 (internal citations omitted).

The court held that the Commissioners were not entitled to qualified immunity because they “had before them at least three cases that gave them fair warning that their application of the MBE/WBE programs ... were unconstitutional: *Croson*, *Adarand* and [*Engineering Contractors Association*].” *Id.* at 1137. The court found that the Commissioners voted to apply the contract measures after the Supreme Court decided both *Croson* and *Adarand*. *Id.* Moreover, the Eleventh Circuit had already struck down the construction provisions of the same MBE/WBE programs. *Id.* Thus, the case law was “clearly established” and gave the Commissioners fair warning that the MBE/WBE programs were unconstitutional. *Id.*

The court also found the Commissioners had specific information from the County Manager and other internal studies indicating the problems with the MBE/WBE programs and indicating that parity had been achieved. *Id.* at 1338. Additionally, the Commissioners did not conduct the annual studies mandated by the MBE/WBE ordinance itself. *Id.* For all the foregoing reasons, the court held the Commissioners were subject to individual liability for any compensatory and punitive damages.

The district court enjoined the County, the Commissioners, and the County Manager from using, or requiring the use of, gender, racial, or ethnic criteria in deciding (1) whether a response to an RFP submitted for A&E work is responsive, (2) whether such a response will be considered, and (3) whether a contract will be awarded to a consultant submitting such a response. The court awarded the plaintiffs \$100 each in nominal damages and reasonable attorneys’ fees and costs, for which it held the County and the Commissioners jointly and severally liable.

17. Florida A.G.C. Council, Inc. v. State of Florida, 303 F. Supp.2d 1307 (N.D. Fla. 2004)

This case is instructive to the disparity study as to the manner in which district courts within the Eleventh Circuit are interpreting and applying *Engineering Contractors Association*. It is also instructive in terms of the type of legislation to be considered by the local and state governments as to what the courts consider to be a “race-conscious” program and/or legislation, as well as to the significance of the implementation of the legislation to the analysis.

The plaintiffs, A.G.C. Council, Inc. and the South Florida Chapter of the Associated General Contractors brought this case challenging the constitutionality of certain provisions of a Florida statute (Section 287.09451, *et seq.*). The plaintiffs contended that the statute violated the Equal Protection Clause of the Fourteenth Amendment by instituting race- and gender-conscious “preferences” in order to increase the numeric representation of “MBEs” in certain industries.

According to the court, the Florida Statute enacted race-conscious and gender-conscious remedial programs to ensure minority participation in state contracts for the purchase of commodities and in construction contracts. The State created the Office of Supplier Diversity (“OSD”) to assist MBEs to become suppliers of commodities, services and construction to the state government. The OSD had certain responsibilities, including adopting rules meant to assess whether state agencies have made good faith efforts to solicit business from MBEs, and to monitor whether contractors have made good faith efforts to comply with the objective of greater overall MBE participation.

The statute enumerated measures that contractors should undertake, such as minority-centered recruitment in advertising as a means of advancing the statute’s purpose. The statute provided that each State agency is “encouraged” to spend 21 percent of the monies actually expended for construction contracts, 25 percent of the monies actually expended for architectural and engineering contracts, 24 percent of the monies actually expended for commodities and 50.5 percent of the monies actually expended for contractual services during the fiscal year for the purpose of entering into contracts with certified MBEs. The statute also provided that state agencies are allowed to allocate certain percentages for black Americans, Hispanic Americans and for American women, and the goals are broken down by construction contracts, architectural and engineering contracts, commodities and contractual services.

The State took the position that the spending goals were “precatory.” The court found that the plaintiffs had standing to maintain the action and to pursue prospective relief. The court held that the statute was unconstitutional based on the finding that the spending goals were not narrowly tailored to achieve a governmental interest. The court did not specifically address whether the articulated reasons for the goals contained in the statute had sufficient evidence, but instead found that the articulated reason would, “if true,” constitute a compelling governmental interest necessitating race-conscious remedies. Rather than explore the evidence, the court focused on the narrowly tailored requirement and held that it was not satisfied by the State.

The court found that there was no evidence in the record that the State contemplated race-neutral means to accomplish the objectives set forth in Section 287.09451 *et seq.*, such as “simplification of bidding procedures, relaxation of bonding requirements, training or financial aid for disadvantaged entrepreneurs of all races [which] would open the public contracting market to all those who have

suffered the effects of past discrimination.” *Florida A.G.C. Council*, 303 F.Supp.2d at 1315, quoting *Eng’g Contractors Ass’n*, 122 F.3d at 928, quoting *Croson*, 488 U.S. at 509-10.

The court noted that defendants did not seem to disagree with the report issued by the State of Florida Senate that concluded there was little evidence to support the spending goals outlined in the statute. Rather, the State of Florida argued that the statute is “permissive.” The court, however, held that “there is no distinction between a statute that is precatory versus one that is compulsory when the challenged statute ‘induces an employer to hire with an eye toward meeting ... [a] numerical target.’ *Florida A.G.C. Council*, 303 F.Supp.2d at 1316.

The court found that the State applies pressure to State agencies to meet the legislative objectives of the statute extending beyond simple outreach efforts. The State agencies, according to the court, were required to coordinate their MBE procurement activities with the OSD, which includes adopting a MBE utilization plan. If the State agency deviated from the utilization plan in two consecutive and three out of five total fiscal years, then the OSD could review any and all solicitations and contract awards of the agency as deemed necessary until such time as the agency met its utilization plan. The court held that based on these factors, although alleged to be “permissive,” the statute textually was not.

Therefore, the court found that the statute was not narrowly tailored to serve a compelling governmental interest, and consequently violated the Equal Protection Clause of the Fourteenth Amendment.

18. *The Builders Ass’n of Greater Chicago v. The City of Chicago*, 298 F. Supp.2d 725 (N.D. Ill. 2003)

This case is instructive because of the court’s focus and analysis on whether the City of Chicago’s MBE/WBE program was narrowly tailored. The basis of the court’s holding that the program was not narrowly tailored is instructive for any program considered because of the reasons provided as to why the program did not pass muster.

The plaintiff, the Builders Association of Greater Chicago, brought this suit challenging the constitutionality of the City of Chicago’s construction Minority- and Women-Owned Business (“MWBE”) Program. The court held that the City of Chicago’s MWBE program was unconstitutional because it did not satisfy the requirement that it be narrowly tailored to achieve a compelling governmental interest. The court held that it was not narrowly tailored for several reasons, including because there was no “meaningful individualized review” of MBE/WBEs; it had no termination date nor did it have any means for determining a termination; the “graduation” revenue amount for firms to graduate out of the program was very high, \$27,500,000, and in fact very few firms graduated; there was no net worth threshold; and, waivers were rarely or never granted on construction contracts. The court found that the City program was a “rigid numerical quota,” not related to the number of available, willing and able firms. Formulistic percentages, the court held, could not survive the strict scrutiny.

The court held that the goals plan did not address issues raised as to discrimination regarding market access and credit. The court found that a goals program does not directly impact prime contractor’s selection of subcontractors on non-goals private projects. The court found that a set-aside or goals

program does not directly impact difficulties in accessing credit, and does not address discriminatory loan denials or higher interest rates. The court found the City has not sought to attack discrimination by primes directly, “but it could.” 298 F.2d 725. “To monitor possible discriminatory conduct it could maintain its certification list and require those contracting with the City to consider unsolicited bids, to maintain bidding records, and to justify rejection of any certified firm submitting the lowest bid. It could also require firms seeking City work to post private jobs above a certain minimum on a website or otherwise provide public notice ...” *Id.*

The court concluded that other race-neutral means were available to impact credit, high interest rates, and other potential marketplace discrimination. The court pointed to race-neutral means including linked deposits, with the City banking at institutions making loans to startup and smaller firms. Other race-neutral programs referenced included quick pay and contract downsizing; restricting self-performance by prime contractors; a direct loan program; waiver of bonds on contracts under \$100,000; a bank participation loan program; a 2 percent local business preference; outreach programs and technical assistance and workshops; and seminars presented to new construction firms.

The court held that race and ethnicity do matter, but that racial and ethnic classifications are highly suspect, can be used only as a last resort, and cannot be made by some mechanical formulation. Therefore, the court concluded the City’s MWBE Program could not stand in its present guise. The court held that the present program was not narrowly tailored to remedy past discrimination and the discrimination demonstrated to now exist.

The court entered an injunction, but delayed the effective date for six months from the date of its Order, December 29, 2003. The court held that the City had a “compelling interest in not having its construction projects slip back to near monopoly domination by white male firms.” The court ruled a brief continuation of the program for six months was appropriate “as the City rethinks the many tools of redress it has available.” Subsequently, the court declared unconstitutional the City’s MWBE Program with respect to construction contracts and permanently enjoined the City from enforcing the Program. 2004 WL 757697 (N.D. Ill 2004).

19. *Associated Utility Contractors of Maryland, Inc. v. Mayor and City Council of Baltimore*, 218 F. Supp.2d 749 (D. Md. 2002)

This case is instructive because the court found the Executive Order of the Mayor of the City of Baltimore was precatory in nature (creating no legal obligation or duty) and contained no enforcement mechanism or penalties for noncompliance and imposed no substantial restrictions; the Executive Order announced goals that were found to be aspirational only.

The Associated Utility Contractors of Maryland, Inc. (“AUC”) sued the City of Baltimore challenging its ordinance providing for minority and women-owned business enterprise (“MWBE”) participation in city contracts. Previously, an earlier City of Baltimore MWBE program was declared unconstitutional. *Associated Utility Contractors of Maryland, Inc. v. Mayor and City Council of Baltimore*, 83 F. Supp.2d 613 (D. Md. 2000). The City adopted a new ordinance that provided for the establishment of MWBE participation goals on a contract-by-contract basis, and made several other changes from the previous MWBE program declared unconstitutional in the earlier case.

In addition, the Mayor of the City of Baltimore issued an Executive Order that announced a goal of awarding 35 percent of all City contracting dollars to MBE/WBEs. The court found this goal of 35 percent participation was aspirational only and the Executive Order contained no enforcement mechanism or penalties for noncompliance. The Executive Order also specified many “noncoercive” outreach measures to be taken by the City agencies relating to increasing participation of MBE/WBEs. These measures were found to be merely aspirational and no enforcement mechanism was provided.

The court addressed in this case only a motion to dismiss filed by the City of Baltimore arguing that the Associated Utility Contractors had no standing. The court denied the motion to dismiss holding that the association had standing to challenge the new MBE/WBE ordinance, although the court noted that it had significant issues with the AUC having representational standing because of the nature of the MBE/WBE plan and the fact the AUC did not have any of its individual members named in the suit. The court also held that the AUC was entitled to bring an as applied challenge to the Executive Order of the Mayor, but rejected it having standing to bring a facial challenge based on a finding that it imposes no requirement, creates no sanctions, and does not inflict an injury upon any member of the AUC in any concrete way. Therefore, the Executive Order did not create a “case or controversy” in connection with a facial attack. The court found the wording of the Executive Order to be precatory and imposing no substantive restrictions.

After this decision the City of Baltimore and the AUC entered into a settlement agreement and a dismissal with prejudice of the case. An order was issued by the court on October 22, 2003 dismissing the case with prejudice.

20. *Kornhass Construction, Inc. v. State of Oklahoma, Department of Central Services*, 140 F.Supp.2d 1232 (W.D. OK. 2001)

Plaintiffs, non-minority contractors, brought this action against the State of Oklahoma challenging minority bid preference provisions in the Oklahoma Minority Business Enterprise Assistance Act (“MBE Act”). The Oklahoma MBE Act established a bid preference program by which certified minority business enterprises are given favorable treatment on competitive bids submitted to the state. 140 F.Supp.2d at 1235–36. Under the MBE Act, the bids of non-minority contractors were raised by 5 percent, placing them at a competitive disadvantage according to the district court. *Id.* at 1235–1236.

The named plaintiffs bid on state contracts in which their bids were increased by 5 percent as they were non-minority business enterprises. Although the plaintiffs actually submitted the lowest dollar bids, once the 5 percent factor was applied, minority bidders became the successful bidders on certain contracts. 140 F.Supp. at 1237.

In determining the constitutionality or validity of the Oklahoma MBE Act, the district court was guided in its analysis by the Tenth Circuit Court of Appeals decision in *Adarand Constructors, Inc. v. Slater*, 288 F.3d 1147 (10th Cir. 2000). The district court pointed out that in *Adarand VII*, the Tenth Circuit found compelling evidence of barriers to both minority business formation and existing minority businesses. *Id.* at 1238. In sum, the district court noted that the Tenth Circuit concluded that the Government had met its burden of presenting a strong basis in evidence sufficient to

support its articulated, constitutionally valid, compelling interest. 140 F.Supp.2d at 1239, *citing Adarand VII*, 228 F.3d 1147, 1174.

Compelling state interest. The district court, following *Adarand VII*, applied the strict scrutiny analysis, arising out of the Fourteenth Amendment’s Equal Protection Clause, in which a race-based affirmative action program withstands strict scrutiny only if it is narrowly tailored to serve a compelling governmental interest. *Id.* at 1239. The district court pointed out that it is clear from Supreme Court precedent, there may be a compelling interest sufficient to justify race-conscious affirmative action measures. *Id.* The Fourteenth Amendment permits race-conscious programs that seek both to eradicate discrimination by the governmental entity itself and to prevent the governmental entity from becoming a “passive participant” in a system of racial exclusion practiced by private businesses. *Id.* at 1240. Therefore, the district court concluded that both the federal and state governments have a compelling interest assuring that public dollars do not serve to finance the evil of private prejudice. *Id.*

The district court stated that a “mere statistical disparity in the proportion of contracts awarded to a particular group, standing alone, does not demonstrate the evil of private or public racial prejudice.” *Id.* Rather, the court held that the “benchmark for judging the adequacy of a state’s factual predicate for affirmative action legislation is whether there exists a strong basis in the evidence of the state’s conclusion that remedial action was necessary.” *Id.* The district court found that the Supreme Court made it clear that the state bears the burden of demonstrating a strong basis in evidence for its conclusion that remedial action was necessary by proving either that the state itself discriminated in the past or was “a passive participant” in private industry’s discriminatory practices. *Id.* at 1240, *citing to Associated General Contractors of Ohio, Inc. v. Drabik*, 214 F.3d 730, 735 (6th Cir. 2000) and *City of Richmond v. J.A. Croson Company*, 488 U.S. 469 at 486-492 (1989).

With this background, the State of Oklahoma stated that its compelling state interest “is to promote the economy of the State and to ensure that minority business enterprises are given an opportunity to compete for state contracts.” *Id.* at 1240. Thus, the district court found the State admitted that the MBE Act’s bid preference “is not based on past discrimination,” rather, it is based on a desire to “encourag[e] economic development of minority business enterprises which in turn will benefit the State of Oklahoma as a whole.” *Id.* In light of *Adarand VII*, and prevailing Supreme Court case law, the district court found that this articulated interest is not “compelling” in the absence of evidence of past or present racial discrimination. *Id.*

The district court considered testimony presented by Intervenors who participated in the case for the defendants and asserted that the Oklahoma legislature conducted an interim study prior to adoption of the MBE Act, during which testimony and evidence were presented to members of the Oklahoma Legislative Black Caucus and other participating legislators. The study was conducted more than 14 years prior to the case and the Intervenors did not actually offer any of the evidence to the court in this case. The Intervenors submitted an affidavit from the witness who serves as the Title VI Coordinator for the Oklahoma Department of Transportation. The court found that the affidavit from the witness averred in general terms that minority businesses were discriminated against in the awarding of state contracts. The district court found that the Intervenors have not produced — or indeed even described — the evidence of discrimination. *Id.* at 1241. The district court found that it

cannot be discerned from the documents which minority businesses were the victims of discrimination, or which racial or ethnic groups were targeted by such alleged discrimination. *Id.*

The court also found that the Intervenor's evidence did not indicate what discriminatory acts or practices allegedly occurred, or when they occurred. *Id.* The district court stated that the Intervenor did not identify "a single qualified, minority-owned bidder who was excluded from a state contract." *Id.* The district court, thus, held that broad allegations of "systematic" exclusion of minority businesses were not sufficient to constitute a compelling governmental interest in remedying past or current discrimination. *Id.* at 1242. The district court stated that this was particularly true in light of the "State's admission here that the State's governmental interest was not in remedying past discrimination in the state competitive bidding process, but in 'encouraging economic development of minority business enterprises which in turn will benefit the State of Oklahoma as a whole.'" *Id.* at 1242.

The court found that the State defendants failed to produce any admissible evidence of a single, specific discriminatory act, or any substantial evidence showing a pattern of deliberate exclusion from state contracts of minority-owned businesses. *Id.* at 1241 - 1242, footnote 11.

The district court also noted that the Sixth Circuit Court of Appeals in *Drabik* rejected Ohio's statistical evidence of underutilization of minority contractors because the evidence did not report the actual use of minority firms; rather, they reported only the use of those minority firms that had gone to the trouble of being certified and listed by the state. *Id.* at 1242, footnote 12. The district court stated that, as in *Drabik*, the evidence presented in support of the Oklahoma MBE Act failed to account for the possibility that some minority contractors might not register with the state, and the statistics did not account for any contracts awarded to businesses with minority ownership of less than 51 percent, or for contracts performed in large part by minority-owned subcontractors where the prime contractor was not a certified minority-owned business. *Id.*

The district court found that the MBE Act's minority bidding preference was not predicated upon a finding of discrimination in any particular industry or region of the state, or discrimination against any particular racial or ethnic group. The court stated that there was no evidence offered of actual discrimination, past or present, against the specific racial and ethnic groups to whom the preference was extended, other than an attempt to show a history of discrimination against African Americans. *Id.* at 1242.

Narrow tailoring. The district court found that even if the State's goals could not be considered "compelling," the State did not show that the MBE Act was narrowly tailored to serve those goals. The court pointed out that the Tenth Circuit in *Adarand VII* identified six factors the court must consider in determining whether the MBE Act's minority preference provisions were sufficiently narrowly tailored to satisfy equal protection: (1) the availability of race-neutral alternative remedies; (2) limits on the duration of the challenged preference provisions; (3) flexibility of the preference provisions; (4) numerical proportionality; (5) the burden on third parties; and (6) over- or under-inclusiveness. *Id.* at 1242-1243.

First, in terms of race-neutral alternative remedies, the court found that the evidence offered showed, at most, that nominal efforts were made to assist minority-owned businesses prior to the adoption of the MBE Act's racial preference program. *Id.* at 1243. The court considered evidence regarding the

Minority Assistance Program, but found that to be primarily informational services only, and was not designed to actually assist minorities or other disadvantaged contractors to obtain contracts with the State of Oklahoma. *Id.* at 1243. In contrast to this “informational” program, the court noted the Tenth Circuit in *Adarand VII* favorably considered the federal government’s use of racially neutral alternatives aimed at disadvantaged businesses, including assistance with obtaining project bonds, assistance with securing capital financing, technical assistance, and other programs designed to assist start-up businesses. *Id.* at 1243 *citing Adarand VII*, 228 F.3d at 1178-1179.

The district court found that it does not appear from the evidence that Oklahoma’s Minority Assistance Program provided the type of race-neutral relief required by the Tenth Circuit in *Adarand VII*, in the Supreme Court in the *Crosby* decision, nor does it appear that the Program was racially neutral. *Id.* at 1243. The court found that the State of Oklahoma did not show any meaningful form of assistance to new or disadvantaged businesses prior to the adoption of the MBE Act, and thus, the court found that the state defendants had not shown that Oklahoma considered race-neutral alternative means to achieve the state’s goal prior to adoption of the minority bid preference provisions. *Id.* at 1243.

In a footnote, the district court pointed out that the Tenth Circuit has recognized racially neutral programs designed to assist *all* new or financially disadvantaged businesses in obtaining government contracts tend to benefit minority-owned businesses, and can help alleviate the effects of past and present-day discrimination. *Id.* at 1243, footnote 15 *citing Adarand VII*.

The court considered the evidence offered of post-enactment efforts by the State to increase minority participation in State contracting. The court found that most of these efforts were directed toward encouraging the participation of certified minority business enterprises, “and are thus not racially neutral. This evidence fails to demonstrate that the State employed race-neutral alternative measures prior to or after adopting the Minority Business Enterprise Assistance Act.” *Id.* at 1244. Some of the efforts the court found were directed toward encouraging the participation of certified minority business enterprises and thus not racially neutral, included mailing vendor registration forms to minority vendors, telephoning and mailing letters to minority vendors, providing assistance to vendors in completing registration forms, assuring the vendors received bid information, preparing a minority business directory and distributing it to all state agencies, periodically mailing construction project information to minority vendors, and providing commodity information to minority vendors upon request. *Id.* at 1244, footnote 16.

In terms of durational limits and flexibility, the court found that the “goal” of 10 percent of the state’s contracts being awarded to certified minority business enterprises had never been reached, or even approached, during the thirteen years since the MBE Act was implemented. *Id.* at 1244. The court found the defendants offered no evidence that the bid preference was likely to end at any time in the foreseeable future, or that it is otherwise limited in its duration. *Id.* Unlike the federal programs at issue in *Adarand VII*, the court stated the Oklahoma MBE Act has no inherent time limit, and no provision for disadvantaged minority-owned businesses to “graduate” from preference eligibility. *Id.* The court found the MBE Act was not limited to those minority-owned businesses which are shown to be economically disadvantaged. *Id.*

The court stated that the MBE Act made no attempt to address or remedy any actual, demonstrated past or present racial discrimination, and the MBE Act’s duration was not tied in any way to the

eradication of such discrimination. *Id.* Instead, the court found the MBE Act rests on the “questionable assumption that 10 percent of all state contract dollars should be awarded to certified minority-owned and operated businesses, without any showing that this assumption is reasonable.” *Id.* at 1244.

By the terms of the MBE Act, the minority preference provisions would continue in place for five years after the goal of 10 percent minority participation was reached, and thus the district court concluded that the MBE Act’s minority preference provisions lacked reasonable durational limits. *Id.* at 1245.

With regard to the factor of “numerical proportionality” between the MBE Act’s aspirational goal and the number of existing available minority-owned businesses, the court found the MBE Act’s 10 percent goal was not based upon demonstrable evidence of the availability of minority contractors who were either qualified to bid or who were ready, willing and able to become qualified to bid on state contracts. *Id.* at 1246–1247. The court pointed out that the MBE Act made no attempt to distinguish between the four minority racial groups, so that contracts awarded to members of all of the preferred races were aggregated in determining whether the 10 percent aspirational goal had been reached. *Id.* at 1246. In addition, the court found the MBE Act aggregated all state contracts for goods and services, so that minority participation was determined by the total number of dollars spent on state contracts. *Id.*

The court stated that in *Adarand VII*, the Tenth Circuit rejected the contention that the aspirational goals were required to correspond to an actual finding as to the number of existing minority-owned businesses. *Id.* at 1246. The court noted that the government submitted evidence in *Adarand VII*, that the effects of past discrimination had excluded minorities from entering the construction industry, and that the number of available minority subcontractors reflected that discrimination. *Id.* In light of this evidence, the district court said the Tenth Circuit held that the existing percentage of minority-owned businesses is “not necessarily an absolute cap” on the percentage that a remedial program might legitimately seek to achieve. *Id.* at 1246, *citing Adarand VII*, 228 F.3d at 1181.

Unlike *Adarand VII*, the court found that the Oklahoma State defendants did not offer “substantial evidence” that the minorities given preferential treatment under the MBE Act were prevented, through past discrimination, from entering any particular industry, or that the number of available minority subcontractors in that industry reflects that discrimination. 140 F.Supp.2d at 1246. The court concluded that the Oklahoma State defendants did not offer any evidence of the number of minority-owned businesses doing business in any of the many industries covered by the MBE Act. *Id.* at 1246–1247.

With regard to the impact on third parties factor, the court pointed out the Tenth Circuit in *Adarand VII* stated the mere possibility that innocent parties will share the burden of a remedial program is itself insufficient to warrant the conclusion that the program is not narrowly tailored. *Id.* at 1247. The district court found the MBE Act’s bid preference provisions prevented non-minority businesses from competing on an equal basis with certified minority business enterprises, and that in some instances plaintiffs had been required to lower their intended bids because they knew minority firms were bidding. *Id.* The court pointed out that the 5 percent preference is applicable to *all* contracts awarded under the state’s Central Purchasing Act with no time limitation. *Id.*

In terms of the “under- and overinclusiveness” factor, the court observed that the MBE Act extended its bidding preference to several racial minority groups without regard to whether each of those groups had suffered from the effects of past or present racial discrimination. *Id.* at 1247. The district court reiterated the Oklahoma State defendants did not offer any evidence at all that the minority racial groups identified in the Act had actually suffered from discrimination. *Id.*

Second, the district court found the MBE Act’s bidding preference extends to all contracts for goods and services awarded under the State’s Central Purchasing Act, without regard to whether members of the preferred minority groups had been the victims of past or present discrimination within that particular industry or trade. *Id.*

Third, the district court noted the preference extends to all businesses certified as minority-owned and controlled, without regard to whether a particular business is economically or socially disadvantaged, or has suffered from the effects of past or present discrimination. *Id.* The court thus found that the factor of overinclusiveness weighs against a finding that the MBE Act was narrowly tailored. *Id.*

The district court in conclusion found that the Oklahoma MBE Act violated the Constitution’s Fifth Amendment guarantee of equal protection and granted the plaintiffs’ Motion for Summary Judgment.

21. *Associated Utility Contractors of Maryland, Inc. v. The Mayor and City Council of Baltimore*, 83 F. Supp.2d 613 (D. Md. 2000)

The court held unconstitutional the City of Baltimore’s “affirmative action” program, which had construction subcontracting “set-aside” goals of 20 percent for MBEs and 3 percent for WBEs. The court held there was no data or statistical evidence submitted by the City prior to enactment of the Ordinance. There was no evidence showing a disparity between MBE/WBE availability and utilization in the subcontracting construction market in Baltimore. The court enjoined the City Ordinance.

22. *Webster v. Fulton County*, 51 F. Supp.2d 1354 (N.D. Ga. 1999), affirmed per curiam 218 F.3d 1267 (11th Cir. 2000)

This case is instructive as it is another instance in which a court has considered, analyzed, and ruled upon a race-, ethnicity- and gender-conscious program, holding the local government MBE/WBE-type program failed to satisfy the strict scrutiny constitutional standard. The case also is instructive in its application of the *Engineering Contractors Association* case, including to a disparity analysis, the burdens of proof on the local government, and the narrowly tailored prong of the strict scrutiny test.

In this case, plaintiff Webster brought an action challenging the constitutionality of Fulton County’s (the “County”) minority and female business enterprise program (“M/FBE”) program. 51 F. Supp.2d 1354, 1357 (N.D. Ga. 1999). [The district court first set forth the provisions of the M/FBE program and conducted a standing analysis at 51 F. Supp.2d at 1356-62].

The court, citing *Engineering Contractors Association of S. Florida, Inc. v. Metro. Engineering Contractors Association*, 122 F.3d 895 (11th Cir. 1997), held that “[e]xplicit racial preferences may not be used

except as a ‘last resort.’” *Id.* at 1362-63. The court then set forth the strict scrutiny standard for evaluating racial and ethnic preferences and the four factors enunciated in *Engineering Contractors Association*, and the intermediate scrutiny standard for evaluating gender preferences. *Id.* at 1363. The court found that under *Engineering Contractors Association*, the government could utilize both post-enactment and pre-enactment evidence to meet its burden of a “strong basis in evidence” for strict scrutiny, and “sufficient probative evidence” for intermediate scrutiny. *Id.*

The court found that the defendant bears the initial burden of satisfying the aforementioned evidentiary standard, and the ultimate burden of proof remains with the challenging party to demonstrate the unconstitutionality of the M/FBE program. *Id.* at 1364. The court found that the plaintiff has at least three methods “to rebut the inference of discrimination with a neutral explanation: (1) demonstrate that the statistics are flawed; (2) demonstrate that the disparities shown by the statistics are not significant; or (3) present conflicting statistical data.” *Id.*, citing *Eng’g Contractors Ass’n*, 122 F.3d at 916.

[The district court then set forth the *Engineering Contractors Association* opinion in detail.]

The court first noted that the Eleventh Circuit has recognized that disparity indices greater than 80 percent are generally not considered indications of discrimination. *Id.* at 1368, citing *Eng’g Contractors Assoc.*, 122 F.3d at 914. The court then considered the County’s pre-1994 disparity study (the “Brimmer-Marshall Study”) and found that it failed to establish a strong basis in evidence necessary to support the M/FBE program. *Id.* at 1368.

First, the court found that the study rested on the inaccurate assumption that a statistical showing of underutilization of minorities in the marketplace as a whole was sufficient evidence of discrimination. *Id.* at 1369. The court cited *City of Richmond v. J.A. Croson Co.*, 488 U.S. 496 (1989) for the proposition that discrimination must be focused on contracting by the entity that is considering the preference program. *Id.* Because the Brimmer-Marshall Study contained no statistical evidence of discrimination by the County in the award of contracts, the court found the County must show that it was a “passive participant” in discrimination by the private sector. *Id.* The court found that the County could take remedial action if it had evidence that prime contractors were systematically excluding minority-owned businesses from subcontracting opportunities, or if it had evidence that its spending practices are “exacerbating a pattern of prior discrimination that can be identified with specificity.” *Id.* However, the court found that the Brimmer-Marshall Study contained no such data. *Id.*

Second, the Brimmer-Marshall study contained no regression analysis to account for relevant variables, such as firm size. *Id.* at 1369-70. At trial, Dr. Marshall submitted a follow-up to the earlier disparity study. However, the court found the study had the same flaw in that it did not contain a regression analysis. *Id.* The court thus concluded that the County failed to present a “strong basis in evidence” of discrimination to justify the County’s racial and ethnic preferences. *Id.*

The court next considered the County’s post-1994 disparity study. *Id.* at 1371. The study first sought to determine the availability and utilization of minority- and female-owned firms. *Id.* The court explained:

Two methods may be used to calculate availability: (1) bid analysis; or (2) bidder analysis. In a bid analysis, the analyst counts the number of bids submitted by

minority or female firms over a period of time and divides it by the total number of bids submitted in the same period. In a bidder analysis, the analyst counts the number of minority or female firms submitting bids and divides it by the total number of firms which submitted bids during the same period.

Id. The court found that the information provided in the study was insufficient to establish a firm basis in evidence to support the M/FBE program. *Id.* at 1371-72. The court also found it significant to conduct a regression analysis to show whether the disparities were either due to discrimination or other neutral grounds. *Id.* at 1375-76.

The plaintiff and the County submitted statistical studies of data collected between 1994 and 1997. *Id.* at 1376. The court found that the data were potentially skewed due to the operation of the M/FBE program. *Id.* Additionally, the court found that the County's standard deviation analysis yielded non-statistically significant results (noting the Eleventh Circuit has stated that scientists consider a finding of two standard deviations significant). *Id.* (internal citations omitted).

The court considered the County's anecdotal evidence, and quoted *Engineering Contractors Association* for the proposition that "[a]necdotal evidence can play an important role in bolstering statistical evidence, but that only in the rare case will anecdotal evidence suffice standing alone." *Id.*, quoting *Eng'g Contractors Ass'n*, 122 F.3d at 907. The Brimmer-Marshall Study contained anecdotal evidence. *Id.* at 1379. Additionally, the County held hearings but after reviewing the tape recordings of the hearings, the court concluded that only two individuals testified to discrimination by the County; one of them complained that the County used the M/FBE program to only benefit African Americans. *Id.* The court found the most common complaints concerned barriers in bonding, financing, and insurance and slow payment by prime contractors. *Id.* The court concluded that the anecdotal evidence was insufficient in and of itself to establish a firm basis for the M/FBE program. *Id.*

The court also applied a narrow tailoring analysis of the M/FBE program. "The Eleventh Circuit has made it clear that the essence of this inquiry is whether racial preferences were adopted only as a 'last resort.'" *Id.* at 1380, citing *Eng'g Contractors Assoc.*, 122 F.3d at 926. The court cited the Eleventh Circuit's four-part test and concluded that the County's M/FBE program failed on several grounds. First, the court found that a race-based problem does not necessarily require a race-based solution. "If a race-neutral remedy is sufficient to cure a race-based problem, then a race-conscious remedy can never be narrowly tailored to that problem." *Id.*, quoting *Eng'g Contractors Ass'n*, 122 F.3d at 927. The court found that there was no evidence of discrimination by the County. *Id.* at 1380.

The court found that even though a majority of the Commissioners on the County Board were African American, the County had continued the program for decades. *Id.* The court held that the County had not seriously considered race-neutral measures:

There is no evidence in the record that any Commissioner has offered a resolution during this period substituting a program of race-neutral measures as an alternative to numerical set-asides based upon race and ethnicity. There is no evidence in the record of any proposal by the staff of Fulton County of substituting a program of race-neutral measures as an alternative to numerical set-asides based upon race and ethnicity. There has been no evidence offered of any debate within the Commission about substituting a program of race-neutral measures as an alternative to numerical set-asides based upon race and ethnicity ... *Id.*

The court found that the random inclusion of ethnic and racial groups who had not suffered discrimination by the County also mitigated against a finding of narrow tailoring. *Id.* The court found that there was no evidence that the County considered race-neutral alternatives as an alternative to race-conscious measures nor that race-neutral measures were initiated and failed. *Id.* at 1381. The court concluded that because the M/FBE program was not adopted as a last resort, it failed the narrow tailoring test. *Id.*

Additionally, the court found that there was no substantial relationship between the numerical goals and the relevant market. *Id.* The court rejected the County's argument that its program was permissible because it set "goals" as opposed to "quotas," because the program in *Engineering Contractors Association* also utilized "goals" and was struck down. *Id.*

Per the M/FBE program's gender-based preferences, the court found that the program was sufficiently flexible to satisfy the substantial relationship prong of the intermediate scrutiny standard. *Id.* at 1383. However, the court held that the County failed to present "sufficient probative evidence" of discrimination necessary to sustain the gender-based preferences portion of the M/FBE program. *Id.*

The court found the County's M/FBE program unconstitutional and entered a permanent injunction in favor of the plaintiff. *Id.* On appeal, the Eleventh Circuit affirmed per curiam, stating only that it affirmed on the basis of the district court's opinion. *Webster v. Fulton County, Georgia*, 218 F.3d 1267 (11th Cir. 2000).

23. *Associated Gen. Contractors v. Drabik*, 50 F. Supp.2d 741 (S.D. Ohio 1999)

The district court in this case pointed out that it had struck down Ohio's MBE statute that provided race-based preferences in the award of state construction contracts in 1998. 50 F.Supp.2d at 744. Two weeks earlier, the district court for the Northern District of Ohio, likewise, found the same Ohio law unconstitutional when it was relied upon to support a state mandated set-aside program adopted by the Cuyahoga Community College. *See F. Buddie Contracting, Ltd. v. Cuyaboga Community College District*, 31 F.Supp.2d 571 (N.D. Ohio 1998). *Id.* at 741.

The state defendant's appealed this court's decision to the United States court of Appeals for the Sixth Circuit. *Id.* Thereafter, the Supreme Court of Ohio held in the case of *Ritchey Produce, Co., Inc. v. The State of Ohio, Department of Administrative*, 704 N.E. 2d 874 (1999), that the Ohio statute, which provided race-based preferences in the state's purchase of nonconstruction-related goods and services, was constitutional. *Id.* at 744.

While this court's decision related to construction contracts and the Ohio Supreme Court's decision related to other goods and services, the decisions could not be reconciled, according to the district court. *Id.* at 744. Subsequently, the state defendants moved this court to stay its order of November 2, 1998 in light of the Ohio State Supreme Court's decision in *Ritchey Produce*. The district court took the opportunity in this case to reconsider its decision of November 2, 1998, and to the reasons given by the Supreme Court of Ohio for reaching the opposite result in *Ritchey Produce*, and decide in this case that its original decision was correct, and that a stay of its order would only serve to perpetuate a "blatantly unconstitutional program of race-based benefits. *Id.* at 745.

In this decision, the district court reaffirmed its earlier holding that the State of Ohio's MBE program of construction contract awards is unconstitutional. The court cited to *F. Buddie Contracting v. Cuyaboga Community College*, 31 F. Supp.2d 571 (N.D. Ohio 1998), holding a similar local Ohio program unconstitutional. The court repudiated the Ohio Supreme Court's holding in *Ritchey Produce*, 707 N.E. 2d 871 (Ohio 1999), which held that the State of Ohio's MBE program as applied to the state's purchase of non-construction-related goods and services was constitutional. The court found the evidence to be insufficient to justify the Ohio MBE program. The court held that the program was not narrowly tailored because there was no evidence that the State had considered a race-neutral alternative.

Strict Scrutiny. The district court held that the Supreme Court of Ohio decision in *Ritchey Produce* was wrongly decided for the following reasons:

- (1) Ohio's MBE program of race-based preferences in the award of state contracts was unconstitutional because it is unlimited in duration. *Id.* at 745.
- (2) a program of race-based benefits cannot be supported by evidence of discrimination which is over 20 years old. *Id.*
- (3) the state Supreme Court found that there was a severe numerical imbalance in the amount of business the State did with minority-owned enterprises, based on its uncritical acceptance of essentially "worthless calculations contained in a twenty-one year-old report, which miscalculated the percentage of minority-owned businesses in Ohio and misrepresented data on the percentage of state purchase contracts they had received, all of which was easily detectable by examining the data cited by the authors of the report." *Id.* at 745.
- (4) The state Supreme Court failed to recognize that the incorrectly calculated percentage of minority-owned businesses in Ohio (6.7 percent) bears no relationship to the 15 percent set-aside goal of the Ohio Act. *Id.*
- (5) the state Supreme Court applied an incorrect rule of law when it announced that Ohio's program must be upheld unless it is clearly unconstitutional beyond a reasonable doubt, whereas according to the district court in this case, the Supreme Court of the United States has said that all racial class classifications are highly suspect and must be subjected to strict judicial scrutiny. *Id.*
- (6) the evidence of past discrimination that the Ohio General Assembly had in 1980 did not provide a firm basis in evidence for a race-based remedy. *Id.*

Thus, the district court determined the evidence could not support a compelling state-interest for race-based preferences for the state of Ohio MBE Act, in part based on the fact evidence of past discrimination was stale and twenty years old, and the statistical analysis was insufficient because the state did not know how many MBE's in the relevant market are qualified to undertake prime or subcontracting work in public construction contracts. *Id.* at 763-771. The statistical evidence was fatally flawed because the relevant universe of minority businesses is not all minority businesses in the state of Ohio, but only those willing and able to enter into contracts with the state of Ohio. *Id.* at

761. In the case of set-aside program in state construction, the relevant universe is minority-owned construction firms willing and able to enter into state construction contracts. *Id.*

Narrow Tailoring. The court addressed the second prong of the strict scrutiny analysis, and found that the Ohio MBE program at issue was not narrowly tailored. The court concluded that the state could not satisfy the four factors to be considered in determining whether race-conscious remedies are appropriate. *Id.* at 763. First, the court stated that there was no consideration of race-neutral alternatives to increase minority participation in state contracting before resorting to “race-based quotas”. *Id.* at 763-764. The court held that failure to consider race-neutral means was fatal to the set-aside program in *Crosson*, and the failure of the State of Ohio to consider race-neutral means before adopting the MBE Act in 1980 likewise “dooms Ohio’s program of race-based quotas”. *Id.* at 765.

Second, the court found the Ohio MBE Act was not flexible. The court stated that instead of allowing flexibility to ameliorate harmful effects of the program, the imprecision of the statutory goals has been used to justify bureaucratic decisions which increase its impact on non-minority business.” *Id.* at 765. The court said the waiver system for prime contracts focuses solely on the availability of MBEs. *Id.* at 766. The court noted the awarding agency may remove the contract from the set-aside program and open it up for bidding by non-minority contractors if no certified MBE submits a bid, or if all bids submitted by MBEs are considered unacceptably high. *Id.* But, in either event, the court pointed out the agency is then required to set-aside additional contracts to satisfy the numerical quota required by the statute. *Id.* The court concluded that there is no consideration given to whether the particular MBE seeking a racial preference has suffered from the effects of past discrimination by the state or prime contractors. *Id.*

Third, the court found the Ohio MBE Act was not appropriately limited such that it will not last longer than the discriminatory effects it was designed to eliminate. *Id.* at 766. The court stated the 1980 MBE Act is unlimited in duration, and there is no evidence the state has ever reconsidered whether a compelling state interest exists that would justify the continuation of a race-based remedy at any time during the two decades the Act has been in effect. *Id.*

Fourth, the court found the goals of the Ohio MBE Act were not related to the relevant market and that the Act failed this element of the “narrowly tailored” requirement of strict scrutiny. *Id.* at 767-768. The court said the goal of 15 percent far exceeds the percentage of available minority firms, and thus bears no relationship to the relevant market. *Id.*

Fifth, the court found the conclusion of the Ohio Supreme Court that the burdens imposed on non-MBEs by virtue of the set-aside requirements were relatively light was incorrect. *Id.* at 768. The court concluded non-minority contractors in various trades were effectively excluded from the opportunity to bid on any work from large state agencies, departments, and institutions solely because of their race. *Id.* at 678.

Sixth, the court found the Ohio MBE Act provided race-based benefits based on a random inclusion of minority groups. *Id.* at 770-771. The court stated there was no evidence about the number of each racial or ethnic group or the respective shares of the total capital improvement expenditures they received. *Id.* at 770. None of the statistical information, the court said, broke down the percentage of all firms that were owned by specific minority groups or the dollar amounts of contracts received by firms in specific minority groups. *Id.* The court, thus, concluded that the Ohio MBE Act included

minority groups randomly without any specific evidence that any group suffered from discrimination in the construction industry in Ohio. *Id.* at 771.

Conclusion. The court thus denied the motion of the state defendants to stay the court's prior order holding unconstitutional the Ohio MBE Act pending the appeal of the court's order. *Id.* at 771. This opinion underscored that governments must show several factors to demonstrate narrow tailoring: (1) the necessity for the relief and the efficacy of alternative remedies, (2) flexibility and duration of the relief, (3) relationship of numerical goals to the relevant labor market, and (4) impact of the relief on the rights of third parties. The court held the Ohio MBE program failed to satisfy this test.

24. *Phillips & Jordan, Inc. v. Watts*, 13 F. Supp.2d 1308 (N.D. Fla. 1998)

This case is instructive because it addressed a challenge to a state and local government MBE/WBE-type program and considered the requisite evidentiary basis necessary to support the program. In *Phillips & Jordan*, the district court for the Northern District of Florida held that the Florida Department of Transportation's ("FDOT") program of "setting aside" certain highway maintenance contracts for African American- and Hispanic-owned businesses violated the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution. The parties stipulated that the plaintiff, a non-minority business, had been excluded in the past and may be excluded in the future from competing for certain highway maintenance contracts "set-aside" for business enterprises owned by Hispanic and African American individuals. The court held that the evidence of statistical disparities was insufficient to support the Florida DOT program.

The district court pointed out that Florida DOT did not claim that it had evidence of intentional discrimination in the award of its contracts. The court stated that the essence of FDOT's claim was that the two year disparity study provided evidence of a disparity between the proportion of minorities awarded FDOT road maintenance contracts and a portion of the minorities "supposedly willing and able to do road maintenance work," and that FDOT did not itself engage in any racial or ethnic discrimination, so FDOT must have been a passive participant in "somebody's" discriminatory practices.

Since it was agreed in the case that FDOT did not discriminate against minority contractors bidding on road maintenance contracts, the court found that the record contained insufficient proof of discrimination. The court found the evidence insufficient to establish acts of discrimination against African American- and Hispanic-owned businesses.

The court raised questions concerning the choice and use of the statistical pool of available firms relied upon by the disparity study. The court expressed concern about whether it was appropriate to use Census data to analyze and determine which firms were available (qualified and/or willing and able) to bid on FDOT road maintenance contracts.

E. Recent Decisions Involving the Federal DBE Program and its Implementation by State and Local Governments in Other Jurisdictions

There are several recent and pending cases involving challenges to the United States Federal DBE Program and its implementation by the states and their governmental entities for federally-funded projects. These cases could have a significant impact on the nature and provisions of contracting and

procurement on federally-funded projects, including and relating to the utilization of DBEs. In addition, these cases provide an instructive analysis of the recent application of the strict scrutiny test to MBE/WBE- and DBE-type programs.

Recent Decisions in Federal Circuit Courts of Appeal

1. *Mountain West Holding Co., Inc. v. The State of Montana, Montana DOT, et al.*, 2017 WL 2179120 (9th Cir. May 16, 2017), Memorandum opinion, (not for publication) United States Court of Appeals for the Ninth Circuit, May 16, 2017, Docket Nos. 14-26097 and 15-35003, *dismissing in part, reversing in part and remanding the U. S. District Court decision at 2014 WL 6686734 (D. Mont. Nov. 26, 2014)*

Note: The Ninth Circuit Court of Appeals Memorandum provides: “This disposition is not appropriate for publication and is not precedent except as provided by Ninth Circuit Rule 36-3.”

Introduction. Mountain West Holding Company installs signs, guardrails, and concrete barriers on highways in Montana. It competes to win subcontracts from prime contractors who have contracted with the State. It is not owned and controlled by women or minorities. Some of its competitors are disadvantaged business enterprises (DBEs) owned by women or minorities. In this case it claims that Montana’s DBE goal-setting program unconstitutionally required prime contractors to give preference to these minority or female-owned competitors, which Mountain West Holdings Company argues is a violation of the Equal Protection Clause, 42 U.S.C. § 1983 and Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d, *et seq.*

Factual and procedural background. *In Mountain West Holding Co., Inc. v. The State of Montana, Montana DOT, et al.*, 2014 WL 6686734 (D. Mont. Nov. 26, 2014); Case No. 1:13-CV-00049-DLC, United States District Court for the District of Montana, Billings Division, plaintiff Mountain West Holding Co., Inc. (“Mountain West”), alleged it is a contractor that provides construction-specific traffic planning and staffing for construction projects as well as the installation of signs, guardrails, and concrete barriers. Mountain West sued the Montana Department of Transportation (“MDT”) and the State of Montana, challenging their implementation of the Federal DBE Program. Mountain West brought this action alleging violation of the Equal Protection Clause of the Fourteenth Amendment of the United States Constitution, Title VI of the Civil Rights Act, 42 USC § 2000(d)(7), and 42 USC § 1983.

Following the Ninth Circuit’s 2005 decision in *Western States Paving v. Washington DOT, et al.*, MDT commissioned a disparity study which was completed in 2009. MDT utilized the results of the disparity study to establish its overall DBE goal. MDT determined that to meet its overall goal, it would need to implement race-conscious contract specific goals. Based upon the disparity study, Mountain West alleges the State of Montana utilized race, national origin, and gender-conscious goals in highway construction contracts. Mountain West claims the State did not have a strong basis in evidence to show there was past discrimination in the highway construction industry in Montana and that the implementation of race, gender, and national origin preferences were necessary or appropriate. Mountain West also alleges that Montana has instituted policies and practices which exceed the United States Department of Transportation DBE requirements.

Mountain West asserts that the 2009 study concluded all “relevant” minority groups were underutilized in “professional services” and Asian-Pacific Americans and Hispanic Americans were underutilized in “business categories combined,” but it also concluded that all “relevant” minority groups were significantly overutilized in construction. Mountain West thus alleges that although the disparity study demonstrates that DBE groups are “significantly overrepresented” in the highway construction field, MDT has established preferences for DBE construction subcontractor firms over non-DBE construction subcontractor firms in the award of contracts.

Mountain West also asserts that the Montana DBE Program does not have a valid statistical basis for the establishment or inclusion of race-, national origin and gender-conscious goals, that MDT inappropriately relies upon the 2009 study as the basis for its DBE Program, and that the study is flawed. Mountain West claims the Montana DBE Program is not narrowly tailored because it disregards large differences in DBE firm utilization in MDT contracts as among three different categories of subcontractors: business categories combined, construction, and professional services; the MDT DBE certification process does not require the applicant to specify any specific racial or ethnic prejudice or cultural bias that had a negative impact upon his or her business success; and the certification process does not require the applicant to certify that he or she was discriminated against in the State of Montana in highway construction.

Mountain West and the State of Montana and the MDT filed cross Motions for Summary Judgment. Mountain West asserts that there was no evidence that all relevant minority groups had suffered discrimination in Montana’s transportation contracting industry because, while the study had determined there were substantial disparities in the utilization of all minority groups in professional services contracts, there was no disparity in the utilization of minority groups in construction contracts.

AGC, San Diego v. California DOT and Western States Paving Co. v. Washington DOT. The Ninth Circuit and the district court in *Mountain West* applied the decision in *Western States*, 407 F.3d 983 (9th Cir. 2005), and the decision in *AGC, San Diego v. California DOT*, 713 F.3d 1187 (9th Cir. 2013) as establishing the law to be followed in this case. The district court noted that in *Western States*, the Ninth Circuit held that a state’s implementation of the Federal DBE Program can be subject to an as-applied constitutional challenge, despite the facial validity of the Federal DBE Program. 2014 WL 6686734 at *2 (D. Mont. November 26, 2014). The Ninth Circuit and the district court stated the Ninth Circuit has held that whether a state’s implementation of the DBE Program “is narrowly tailored to further Congress’s remedial objective depends upon the presence or absence of discrimination in the State’s transportation contracting industry.” *Mountain West*, 2014 WL 6686734 at *2, quoting *Western States*, at 997-998, and *Mountain West*, 2017 WL 2179120 at *2 (9th Cir. May 16, 2017) Memorandum, May 16, 2017, at 5-6, quoting *AGC, San Diego v. California DOT*, 713 F.3d 1187, 1196. The Ninth Circuit in *Mountain West* also pointed out it had held that “even when discrimination is present within a State, a remedial program is only narrowly tailored if its application is limited to those minority groups that have actually suffered discrimination.” *Mountain West*, 2017 WL 2179120 at *2, Memorandum, May 16, 2017, at 6, and 2014 WL 6686734 at *2, quoting *Western States*, 407 F.3d at 997-999.

MDT study. MDT obtained a firm to conduct a disparity study that was completed in 2009. The district court in *Mountain West* stated that the results of the study indicated significant underutilization

of DBEs in all minority groups in “professional services” contracts, significant underutilization of Asian-Pacific Americans and Hispanic Americans in “business categories combined,” slight underutilization of nonminority women in “business categories combined,” and overutilization of all groups in subcontractor “construction” contracts. *Mountain West*, 2014 WL 6686734 at *2.

In addition to the statistical evidence, the 2009 disparity study gathered anecdotal evidence through surveys and other means. The district court stated the anecdotal evidence suggested various forms of discrimination existed within Montana’s transportation contracting industry, including evidence of an exclusive “good ole boy network” that made it difficult for DBEs to break into the market. *Id.* at *3. The district court said that despite these findings, the consulting firm recommended that MDT continue to monitor DBE utilization while employing only race-neutral means to meet its overall goal. *Id.* The consulting firm recommended that MDT consider the use of race-conscious measures if DBE utilization decreased or did not improve.

Montana followed the recommendations provided in the study, and continued using only race-neutral means in its effort to accomplish its overall goal for DBE utilization. *Id.* Based on the statistical analysis provided in the study, Montana established an overall DBE utilization goal of 5.83 percent. *Id.*

Montana’s DBE utilization after ceasing the use of contract goals. The district court found that in 2006, Montana achieved a DBE utilization rate of 13.1 percent, however, after Montana ceased using contract goals to achieve its overall goal, the rate of DBE utilization declined sharply. 2014 WL 6686734 at *3. The utilization rate dropped, according to the district court, to 5 percent in 2007, 3 percent in 2008, 2.5 percent in 2009, 0.8 percent in 2010, and in 2011, it was 2.8 percent. *Id.* In response to this decline, for fiscal years 2011-2014, the district court said MDT employed contract goals on certain USDOT contracts in order to achieve 3.27 percentage points of Montana’s overall goal of 5.83 percent DBE utilization.

MDT then conducted and prepared a new Goal Methodology for DBE utilization for federal fiscal years 2014-2016. *Id.* US DOT approved the new and current goal methodology for MDT, which does not provide for the use of contract goals to meet the overall goal. *Id.* Thus, the new overall goal is to be made entirely through the use of race-neutral means. *Id.*

Mountain West’s claims for relief. Mountain West sought declaratory and injunctive relief, including prospective relief, against the individual defendants, and sought monetary damages against the State of Montana and the MDT for alleged violation of Title VI. 2014 WL 6686734 at *3. Mountain West’s claim for monetary damages is based on its claim that on three occasions it was a low-quoting subcontractor to a prime contractor submitting a bid to the MDT on a project that utilized contract goals, and that despite being a low-quoting bidder, Mountain West was not awarded the contract. *Id.* Mountain West brings an as-applied challenge to Montana’s DBE program. *Id.*

The two-prong test to demonstrate that a DBE program is narrowly tailored. The Court, *citing* AGC, *San Diego v. California DOT*, 713 F.3d 1187, 1196, stated that under the two-prong test established in *Western States*, in order to demonstrate that its DBE program is narrowly tailored, (1) the state must establish the presence of discrimination within its transportation contracting industry, and (2) the remedial program must be limited to those minority groups that have actually suffered discrimination. *Mountain West*, 2017 WL 2179120 at *2, Memorandum, May 16, 2017, at 6-7.

District Court Holding in 2014 and the Appeal. The district court granted summary judgment to the State, and Mountain West appealed. *See Mountain West Holding Co., Inc. v. The State of Montana, Montana DOT, et al.* 2014 WL 6686734 (D. Mont. Nov. 26, 2014), *dismissed in part, reversed in part, and remanded*, U.S. Court of Appeals, Ninth Circuit, Docket Nos. 14-36097 and 15-35003, Memorandum 2017 WL 2179120 at **1-4 (9th Cir. May 16, 2017). Montana also appealed the district court’s threshold determination that Mountain West had a private right of action under Title VI, and it appealed the district court’s denial of the State’s motion to strike an expert report submitted in support of Mountain West’s motion.

Ninth Circuit Holding. The Ninth Circuit Court of Appeals in its Memorandum opinion dismissed Mountain West’s appeal as moot to the extent Mountain West pursues equitable remedies, affirmed the district court’s determination that Mountain West has a private right to enforce Title VI, affirmed the district court’s decision to consider the disputed expert report by Mountain West’s expert witness, and reversed the order granting summary judgment to the State. 2017 WL 2179120 at **1-4 (9th Cir. May 16, 2017), U.S. Court of Appeals, Ninth Circuit, Docket Nos. 14-36097 and 15-35003, Memorandum, at 3, 5, 11.

Mootness. The Ninth Circuit found that Montana does not currently employ gender- or race-conscious goals, and the data it relied upon as justification for its previous goals are now several years old. The Court thus held that Mountain West’s claims for injunctive and declaratory relief are therefore moot. *Mountain West*, 2017 WL 2179120 at *2 (9th Cir.), Memorandum, May 16, 2017, at 4.

The Court also held, however, that Mountain West’s Title VI claim for damages is not moot. 2017 WL 2179120 at **1-2. The Court stated that a plaintiff may seek damages to remedy violations of Title VI, *see* 42 U.S.C. § 2000d-7(a)(1)-(2); and Mountain West has sought damages. Claims for damages, according to the Court, do not become moot even if changes to a challenged program make claims for prospective relief moot. *Id.*

The appeal, the Ninth Circuit held, is therefore dismissed with respect to Mountain West’s claims for injunctive and declaratory relief; and only the claim for damages under Title VI remains in the case. *Mountain West*, 2017 WL 2179120 at **1 (9th Cir.), Memorandum, May 16, 2017, at 4.

Private Right of Action and Discrimination under Title VI. The Court concluded for the reasons found in the district court’s order that Mountain West may state a private claim for damages against Montana under Title VI. *Id.* at *2. The district court had granted summary judgment to Montana on Mountain West’s claims for discrimination under Title VI.

Montana does not dispute that its program took race into account. The Ninth Circuit held that classifications based on race are permissible “only if they are narrowly tailored measures that further compelling governmental interests.” *Mountain West*, 2017 WL 2179120 (9th Cir.) at *2, Memorandum, May 16, 2017, at 6-7. *W. States Paving*, 407 F.3d at 990 (*quoting Adarand Constructors, Inc. v. Peña*, 515 U.S. 200, 227 (1995)). As in *Western States Paving*, the Court applied the same test to claims of unconstitutional discrimination and discrimination in violation of Title VI. *Mountain West*, 2017 WL 2179120 at *2, n.2, Memorandum, May 16, 2017, at 6, n. 2; *see*, 407 F.3d at 987.

Montana, the Court found, bears the burden to justify any racial classifications. *Id.* In an as-applied challenge to a state’s DBE contracting program, “(1) the state must establish the presence of

discrimination within its transportation contracting industry, and (2) the remedial program must be “limited to those minority groups that have actually suffered discrimination.” *Mountain West*, 2017 WL 2179120 at *2 (9th Cir.), Memorandum, May 16, 2017, at 6-7, quoting, *Assoc. Gen. Contractors of Am. v. Cal. Dep’t of Transp.*, 713 F.3d 1187, 1196 (9th Cir. 2013) (quoting *W. States Paving*, 407 F.3d at 997-99). Discrimination may be inferred from “a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality’s prime contractors.” *Mountain West*, 2017 WL 2179120 at *2 (9th Cir.), Memorandum, May 16, 2017, at 6-7, quoting, *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469, 509 (1989).

Here, the district court held that Montana had satisfied its burden. In reaching this conclusion, the district court relied on three types of evidence offered by Montana. First, it cited a study, which reported disparities in professional services contract awards in Montana. Second, the district court noted that participation by DBEs declined after Montana abandoned race-conscious goals in the years following the decision in *Western States Paving*, 407 F.3d 983. Third, the district court cited anecdotes of a “good ol’ boys” network within the State’s contracting industry. *Mountain West*, 2017 WL 2179120 at *3 (9th Cir.), Memorandum, May 16, 2017, at 7.

The Ninth Circuit reversed the district court and held that summary judgment was improper in light of genuine disputes of material fact as to the study’s analysis, and because the second two categories of evidence were insufficient to prove a history of discrimination. *Mountain West*, 2017 WL 2179120 at *3 (9th Cir.), Memorandum, May 16, 2017, at 7.

Disputes of fact as to study. Mountain West’s expert testified that the study relied on several questionable assumptions and an opaque methodology to conclude that professional services contracts were awarded on a discriminatory basis. *Id.* at *3. The Ninth Circuit pointed out a few examples that it found illustrated the areas in which there are disputes of fact as to whether the study sufficiently supported Montana’s actions:

1. Ninth Circuit stated that its cases require states to ascertain whether lower-than-expected DBE participation is attributable to factors other than race or gender. *W. States Paving*, 407 F.3d at 1000-01. Mountain West argues that the study did not explain whether or how it accounted for a given firm’s size, age, geography, or other similar factors. The report’s authors were unable to explain their analysis in depositions for this case. Indeed, the Court noted, even Montana appears to have questioned the validity of the study’s statistical results *Mountain West*, 2017 WL 2179120 at *3 (9th Cir.), Memorandum, May 16, 2017, at 8.
2. The study relied on a telephone survey of a sample of Montana contractors. Mountain West argued that (a) it is unclear how the study selected that sample, (b) only a small percentage of surveyed contractors responded to questions, and (c) it is unclear whether responsive contractors were representative of nonresponsive contractors. 2017 WL 2179120 at *3 (9th Cir. May 16, 2017), Memorandum at 8-9.
3. The study relied on very small sample sizes but did no tests for statistical significance, and the study consultant admitted that “some of the population samples were very

small and the result may not be significant statistically.” 2017 WL 2179120 at *3 (9th Cir. May 16, 2017), Memorandum at 8-9.

4. Mountain West argued that the study gave equal weight to professional services contracts and construction contracts, but professional services contracts composed less than 10 percent of total contract volume in the State’s transportation contracting industry. 2017 WL 2179120 at *3 (9th Cir. May 16, 2017), Memorandum at 9.
5. Mountain West argued that Montana incorrectly compared the proportion of available subcontractors to the proportion of prime contract dollars awarded. The district court did not address this criticism or explain why the study’s comparison was appropriate. 2017 WL 2179120 at *3 (9th Cir. May 16, 2017), Memorandum at 9.

The post-2005 decline in participation by DBEs. The Ninth Circuit was unable to affirm the district court’s order in reliance on the decrease in DBE participation after 2005. In *Western States Paving*, it was held that a decline in DBE participation after race- and gender- based preferences are halted is not necessarily evidence of discrimination against DBEs. *Mountain West*, 2017 WL 2179120 at *3 (9th Cir.), Memorandum, May 16, 2017, at 9, *quoting Western States*, 407 F.3d at 999 (“If [minority groups have not suffered from discrimination], then the DBE program provides minorities who have not encountered discriminatory barriers with an unconstitutional competitive advantage at the expense of both non-minorities and any minority groups that have actually been targeted for discrimination.”); *id.* at 1001 (“The disparity between the proportion of DBE performance on contracts that include affirmative action components and on those without such provisions does not provide any evidence of discrimination against DBEs.”). *Id.*

The Ninth Circuit also cited to the U.S. DOT statement made to the Court in *Western States. Mountain West*, 2017 WL 2179120 at *3 (9th Cir.), Memorandum, May 16, 2017, at 10, *quoting*, U.S. Dep’t of Transp., *Western States Paving Co. Case Q&A* (Dec. 16, 2014) (“In calculating availability of DBEs, [a state’s] study should not rely on numbers that may have been inflated by race-conscious programs that may not have been narrowly tailored.”).

Anecdotal evidence of discrimination. The Ninth Circuit said that without a statistical basis, the State cannot rely on anecdotal evidence alone. *Mountain West*, 2017 WL 2179120 at *3 (9th Cir.), Memorandum, May 16, 2017, at 10, *quoting, Coral Const. Co. v. King Cty.*, 941 F.2d 910, 919 (9th Cir. 1991) (“While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a systemic pattern of discrimination necessary for the adoption of an affirmative action plan.”); and *quoting, Croson*, 488 U.S. at 509 (“[E]vidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”). *Id.*

In sum, the Ninth Circuit found that because it must view the record in the light most favorable to Mountain West’s case, it concluded that the record provides an inadequate basis for summary judgment in Montana’s favor. 2017 WL 2179120 at *3.

Conclusion. The Ninth Circuit thus reversed and remanded for the district court to conduct whatever further proceedings it considers most appropriate, including trial or the resumption of

pretrial litigation. Thus, the case was dismissed in part, reversed in part, and remanded to the district court. *Mountain West*, 2017 WL 2179120 at *4 (9th Cir.), Memorandum, May 16, 2017, at 11.

2. *Midwest Fence Corporation v. U.S. Department of Transportation, Illinois Department of Transportation, Illinois State Toll Highway Authority*, 840 F.3d 932, 2016 WL 6543514 (7th Cir. 2016), cert.denied, 2017 WL 497345 (2017)

Plaintiff Midwest Fence Corporation is a guardrails and fencing specialty contractor that usually bids on projects as a subcontractor. 2016 WL 6543514 at *1. Midwest Fence is not a DBE. *Id.* Midwest Fence alleges that the defendants' DBE programs violated its Fourteenth Amendment right to equal protection under the law, and challenges the United States DOT Federal DBE Program and the implementation of the Federal DBE Program by the Illinois DOT (IDOT). *Id.* Midwest Fence also challenges the Illinois State Toll Highway Authority (Tollway) and its implementation of its DBE Program. *Id.*

The district court granted all the defendants' motions for summary judgment. *Id.* at *1. *See Midwest Fence Corp. v. U.S. Department of Transportation, et al.*, 84 F. Supp. 3d 705 (N.D. Ill. 2015) (*see* discussion of district court decision below). The Seventh Circuit Court of Appeals affirmed the grant of summary judgment by the district court. *Id.* The court held that it joins the other federal circuit courts of appeal in holding that the Federal DBE Program is facially constitutional, the program serves a compelling government interest in remedying a history of discrimination in highway construction contracting, the program provides states with ample discretion to tailor their DBE programs to the realities of their own markets and requires the use of race- and gender-neutral measures before turning to race- and gender-conscious measures. *Id.*

The court of appeals also held the IDOT and Tollway programs survive strict scrutiny because these state defendants establish a substantial basis in evidence to support the need to remedy the effects of past discrimination in their markets, and the programs are narrowly tailored to serve that remedial purpose. *Id.* at *1.

Procedural history. Midwest Fence asserted the following primary theories in its challenge to the Federal DBE Program, IDOT's implementation of it, and the Tollway's own program:

1. The federal regulations prescribe a method for setting individual contract goals that places an undue burden on non-DBE subcontractors, especially certain kinds of subcontractors, including guardrail and fencing contractors like Midwest Fence.
2. The presumption of social and economic disadvantage is not tailored adequately to reflect differences in the circumstances actually faced by women and the various racial and ethnic groups who receive that presumption.
3. The federal regulations are unconstitutionally vague, particularly with respect to good faith efforts to justify a front-end waiver.

Id. at *3-4. Midwest Fence also asserted that IDOT's implementation of the Federal DBE Program is unconstitutional for essentially the same reasons. And, Midwest Fence challenges the Tollway's program on its face and as applied. *Id.* at *4.

The district court found that Midwest Fence had standing to bring most of its claims and on the merits, and the court upheld the facial constitutionality of the Federal DBE Program. 84 F. Supp. 3d at 722-23 729; *id.* at *4.

The district court also concluded Midwest Fence did not rebut the evidence of discrimination that IDOT offered to justify its program, and Midwest Fence had presented no “affirmative evidence” that IDOT’s implementation unduly burdened non-DBEs, failed to make use of race-neutral alternatives, or lacked flexibility. 84 F. Supp. 3d at 733, 737; *id.* at *4.

The district court noted that Midwest Fence’s challenge to the Tollway’s program paralleled the challenge to IDOT’s program, and concluded that the Tollway, like IDOT, had established a strong basis in evidence for its program. 84 F. Supp. 3d at 737, 739; *id.* at *4. In addition, the court concluded that, like IDOT’s program, the Tollway’s program imposed a minimal burden on non-DBEs, employed a number of race-neutral measures, and offered substantial flexibility. 84 F. Supp. 3d at 739-740; *id.* at *4.

Standing to challenge the DBE Programs generally. The defendants argued that Midwest Fence lacked standing. The court of appeals held that the district court correctly found that Midwest Fence has standing. *Id.* at *5. The court of appeals stated that by alleging and then offering evidence of lost bids, decreased revenue, difficulties keeping its business afloat as a result of the DBE program, and its inability to compete for contracts on an equal footing with DBEs, Midwest Fence showed both causation and redressability. *Id.* at *5.

The court of appeals distinguished its ruling in the *Dunnet Bay Construction Co. v. Borggren*, 799 F. 3d 676 (7th Cir. 2015), holding that there was no standing for the plaintiff Dunnet Bay based on an unusual and complex set of facts under which it would have been impossible for the plaintiff Dunnet Bay to have won the contract it sought and for which it sought damages. IDOT did not award the contract to anyone under the first bid and had re-let the contract, thus Dunnet Bay suffered no injury because of the DBE program in the first bid. *Id.* at *5. The court of appeals held this case is distinguishable from *Dunnet Bay* because Midwest Fence seeks prospective relief that would enable it to compete with DBEs on an equal basis more generally than in *Dunnet Bay*. *Id.* at *5.

Standing to challenge the IDOT Target Market Program. The district court had carved out one narrow exception to its finding that Midwest Fence had standing generally, finding that Midwest Fence lacked standing to challenge the IDOT “target market program.” *Id.* at *6. The court of appeals found that no evidence in the record established Midwest Fence bid on or lost any contracts subject to the IDOT target market program. *Id.* at *6. The court stated that IDOT had not set-aside any guardrail and fencing contracts under the target market program. *Id.* Therefore, Midwest Fence did not show that it had suffered from an inability to compete on an equal footing in the bidding process with respect to contracts within the target market program. *Id.*

Facial versus as-applied challenge to the USDOT Program. In this appeal, Midwest Fence did not challenge whether USDOT had established a “compelling interest” to remedy the effects of past or present discrimination. Thus, it did not challenge the national compelling interest in remedying past discrimination in its claims against the Federal DBE Program. *Id.* at *6. Therefore, the court of appeals focused on whether the federal program is narrowly tailored. *Id.*

First, the court addressed a preliminary issue, namely, whether Midwest Fence could maintain an as-applied challenge against USDOT and the Federal DBE Program or whether, as the district court held, the claim against USDOT is limited to a facial challenge. *Id.* Midwest Fence sought a declaration that the federal regulations are unconstitutional as applied in Illinois. *Id.* The district court rejected the attempt to bring that claim against USDOT, treating it as applying only to IDOT. *Id.* at *6 citing *Midwest Fence*, 84 F. Supp. 3d at 718. The court of appeals agreed with the district court. *Id.*

The court of appeals pointed out that a principal feature of the federal regulations is their flexibility and adaptability to local conditions, and that flexibility is important to the constitutionality of the Federal DBE Program, including because a race- and gender-conscious program must be narrowly tailored to serve the compelling governmental interest. *Id.* at *6. The flexibility in regulations, according to the court, makes the state, not USDOT, primarily responsible for implementing their own programs in ways that comply with the Equal Protection Clause. *Id.* at *6. The court said that a state, not USDOT, is the correct party to defend a challenge to its implementation of its program. *Id.* Thus, the court held the district court did not err by treating the claims against USDOT as only a facial challenge to the federal regulations. *Id.*

Federal DBE Program: Narrow Tailoring. The Seventh Circuit noted that the Eighth, Ninth, and Tenth Circuits all found the Federal DBE Program constitutional on its face, and the Seventh Circuit agreed with these other circuits. *Id.* at *7. The court found that narrow tailoring requires “a close match between the evil against which the remedy is directed and the terms of the remedy.” *Id.* The court stated it looks to four factors in determining narrow tailoring: (a) “the necessity for the relief and the efficacy of alternative [race-neutral] remedies,” (b) “the flexibility and duration of the relief, including the availability of waiver provisions,” (c) “the relationship of the numerical goals to the relevant labor [or here, contracting] market,” and (d) “the impact of the relief on the rights of third parties.” *Id.* at *7 quoting *United States v. Paradise*, 480 U.S. 149, 171 (1987). The Seventh Circuit also pointed out that the Tenth Circuit added to this analysis the question of over- or under-inclusiveness. *Id.* at *7.

In applying these factors to determine narrow tailoring, the court said that first, the Federal DBE Program requires states to meet as much as possible of their overall DBE participation goals through race- and gender-neutral means. *Id.* at *7, citing 49 C.F.R. § 26.51(a). Next, on its face, the federal program is both flexible and limited in duration. *Id.* Quotas are flatly prohibited, and states may apply for waivers, including waivers of “any provisions regarding administrative requirements, overall goals, contract goals or good faith efforts,” § 26.15(b). *Id.* at *7. The regulations also require states to remain flexible as they administer the program over the course of the year, including continually reassessing their DBE participation goals and whether contract goals are necessary. *Id.*

The court pointed out that a state need not set a contract goal on every USDOT-assisted contract, nor must they set those goals at the same percentage as the overall participation goal. *Id.* at *7. Together, the court found, all of these provisions allow for significant and ongoing flexibility. *Id.* at *8. States are not locked into their initial DBE participation goals. *Id.* Their use of contract goals is meant to remain fluid, reflecting a state’s progress towards overall DBE goal. *Id.*

As for duration, the court said that Congress has repeatedly reauthorized the program after taking new looks at the need for it. *Id.* at *8. And, as noted, states must monitor progress toward meeting

DBE goals on a regular basis and alter the goals if necessary. *Id.* They must stop using race- and gender-conscious measures if those measures are no longer needed. *Id.*

The court found that the numerical goals are also tied to the relevant markets. *Id.* at *8. In addition, the regulations prescribe a process for setting a DBE participation goal that focuses on information about the specific market, and that it is intended to reflect the level of DBE participation you would expect absent the effects of discrimination. *Id.* at *8, *citing* § 26.45(b). The court stated that the regulations thus instruct states to set their DBE participation goals to reflect actual DBE availability in their jurisdictions, as modified by other relevant factors like DBE capacity. *Id.* at *8.

Midwest Fence “mismatch” argument: burden on third parties. Midwest Fence, the court said, focuses its criticism on the burden of third parties and argues the program is overinclusive. *Id.* at *8. But, the court found, the regulations include mechanisms to minimize the burdens the program places on non-DBE third parties. *Id.* A primary example, the court points out, is supplied in § 26.33(a), which requires states to take steps to address overconcentration of DBEs in certain types of work if the overconcentration unduly burdens non-DBEs to the point that they can no longer participate in the market. *Id.* at *8. The court concluded that standards can be relaxed if uncompromising enforcement would yield negative consequences, for example, states can obtain waivers if special circumstances make the state’s compliance with part of the federal program “impractical,” and contractors who fail to meet a DBE contract goal can still be awarded the contract if they have documented good faith efforts to meet the goal. *Id.* at *8, *citing* § 26.51(a) and § 26.53(a)(2).

Midwest Fence argued that a “mismatch” in the way contract goals are calculated results in a burden that falls disproportionately on specialty subcontractors. *Id.* at *8. Under the federal regulations, the court noted, states’ overall goals are set as a percentage of all their USDOT-assisted contracts. *Id.* However, states may set contract goals “*only* on those [USDOT]-assisted contracts that have subcontracting possibilities.” *Id.*, *quoting* § 26.51(e)(1)(emphasis added).

Midwest Fence argued that because DBEs must be small, they are generally unable to compete for prime contracts, and this they argue is the “mismatch.” *Id.* at *8. Where contract goals are necessary to meet an overall DBE participation goal, those contract goals are met almost entirely with *subcontractor* dollars, which, Midwest Fence asserts, places a heavy burden on non-DBE subcontractors while leaving non-DBE prime contractors in the clear. *Id.* at *8.

The court goes through a hypothetical example to explain the issue Midwest Fence has raised as a mismatch that imposes a disproportionate burden on specialty subcontractors like Midwest Fence. *Id.* at *8. In the example provided by the court, the overall participation goal for a state calls for DBEs to receive a certain percentage of *total* funds, but in practice in the hypothetical it requires the state to award DBEs for less than all of the available subcontractor funds because it determines that there are no subcontracting possibilities on half the contracts, thus rendering them ineligible for contract goals. *Id.* The mismatch is that the federal program requires the state to set its overall goal on all funds it will spend on contracts, but at the same time the contracts eligible for contract goals must be ones that have subcontracting possibilities. *Id.* Therefore, according to Midwest Fence, in practice the participation goals set would require the state to award DBEs from the available subcontractor funds while taking no business away from the prime contractors. *Id.*

The court stated that it found “[t]his prospect is troubling.” *Id.* at *9. The court said that the DBE program can impose a disproportionate burden on small, specialized non-DBE subcontractors, especially when compared to larger prime contractors with whom DBEs would compete less frequently. *Id.* This potential, according to the court, for a disproportionate burden, however, does not render the program facially unconstitutional. *Id.* The court said that the constitutionality of the Federal DBE Program depends on how it is implemented. *Id.*

The court pointed out that some of the suggested race- and gender-neutral means that states can use under the federal program are designed to increase DBE participation in prime contracting and other fields where DBE participation has historically been low, such as specifically encouraging states to make contracts more accessible to small businesses. *Id.* at *9, *citing* § 26.39(b). The court also noted that the federal program contemplates DBEs’ ability to compete equally requiring states to report DBE participation as prime contractors and makes efforts to develop that potential. *Id.* at *9.

The court stated that states will continue to resort to contract goals that open the door to the type of mismatch that Midwest Fence describes, but the program on its face does not compel an unfair distribution of burdens. *Id.* at *9. Small specialty contractors may have to bear at least some of the burdens created by remedying past discrimination under the Federal DBE Program, but the Supreme Court has indicated that innocent third parties may constitutionally be required to bear at least some of the burden of the remedy. *Id.* at *9.

Overinclusive argument. Midwest Fence also argued that the federal program is overinclusive because it grants preferences to groups without analyzing the extent to which each group is actually disadvantaged. *Id.* at *9. In response, the court mentioned two federal-specific arguments, noting that Midwest Fence’s criticisms are best analyzed as part of its as-applied challenge against the state defendants. *Id.* First, Midwest Fence contends nothing proves that the disparities relied upon by the study consultant were caused by discrimination. *Id.* at *9. The court found that to justify its program, USDOT does not need definitive proof of discrimination, but must have a strong basis in evidence that remedial action is necessary to remedy past discrimination. *Id.*

Second, Midwest Fence attacks what it perceives as the one-size-fits-all nature of the program, suggesting that the regulations ought to provide different remedies for different groups, but instead the federal program offers a single approach to all the disadvantaged groups, regardless of the degree of disparities. *Id.* at *9. The court pointed out Midwest Fence did not argue that any of the groups were not in fact disadvantaged at all, and that the federal regulations ultimately require individualized determinations. *Id.* at *10. Each presumptively disadvantaged firm owner must certify that he or she is, in fact, socially and economically disadvantaged, and that presumption can be rebutted. *Id.* In this way, the court said, the federal program requires states to extend benefits only to those who are actually disadvantaged. *Id.*

Therefore the court agreed with the district court that the Federal DBE Program is narrowly tailored on its face, so it survives strict scrutiny.

Claims against IDOT and the Tollway: void for vagueness. Midwest Fence argued that the federal regulations are unconstitutionally vague as applied by IDOT because the regulations fail to specify what good faith efforts a contractor must make to qualify for a waiver, and focuses its attack on the provisions of the regulations, which address possible cost differentials in the use of DBEs. *Id.* at *11.

Midwest Fence argued that Appendix A of 49 C.F.R., Part 26 at ¶ IV(D)(2) is too vague in its language on when a difference in price is significant enough to justify falling short of the DBE contract goal. *Id.* The court found if the standard seems vague, that is likely because it was meant to be flexible, and a more rigid standard could easily be too arbitrary and hinder prime contractors' ability to adjust their approaches to the circumstances of particular projects. *Id.* at *11.

The court said Midwest Fence's real argument seems to be that in practice, prime contractors err too far on the side of caution, granting significant price preferences to DBEs instead of taking the risk of losing a contract for failure to meet the DBE goal. *Id.* at *12. Midwest Fence contends this creates a *de facto* system of quotas because contractors believe they must meet the DBE goal or lose the contract. *Id.* But Appendix A to the regulations, the court noted, cautions against this very approach. *Id.* The court found flexibility and the availability of waivers affect whether a program is narrowly tailored, and that the regulations caution against quotas, provide examples of good faith efforts prime contractors can make and states can consider, and instruct a bidder to use good business judgment to decide whether a price difference is reasonable or excessive. *Id.* For purposes of contract awards, the court holds this is enough to give fair notice of conduct that is forbidden or required. *Id.* at *12.

Equal Protection challenge: compelling interest with strong basis in evidence. In ruling on the merits of Midwest Fence's equal protection claims based on the actions of IDOT and the Tollway, the first issue the court addresses is whether the state defendants had a compelling interest in enacting their programs. *Id.* at *12. The court stated that it, along with the other circuit courts of appeal, have held a state agency is entitled to rely on the federal government's compelling interest in remedying the effects of past discrimination to justify its own DBE plan for highway construction contracting. *Id.* But, since not all of IDOT's contracts are federally funded, and the Tollway did not receive federal funding at all, with respect to those contracts, the court said it must consider whether IDOT and the Tollway established a strong basis in evidence to support their programs. *Id.*

IDOT program. IDOT relied on an availability and a disparity study to support its program. The disparity study found that DBEs were significantly underutilized as prime contractors comparing firm availability of prime contractors in the construction field to the amount of dollars they received in prime contracts. The disparity study collected utilization records, defined IDOT's market area, identified businesses that were willing and able to provide needed services, weighted firm availability to reflect IDOT's contracting pattern with weights assigned to different areas based on the percentage of dollars expended in those areas, determined whether there was a statistically significant under-utilization of DBEs by calculating the dollars each group would be expected to receive based on availability, calculated the difference between the expected and actual amount of contract dollars received, and ensured that results were not attributable to chance. *Id.* at *13.

The court said that the disparity study determined disparity ratios that were statistically significant and the study found that DBEs were significantly underutilized as prime contractors, noting that a figure below 0.80 is generally considered "solid evidence of systematic under-utilization calling for affirmative action to correct it." *Id.* at *13. The study found that DBEs made up 25.55 percent of prime contractors in the construction field, received 9.13 percent of prime contracts valued below \$500,000 and 8.25 percent of the available contract dollars in that range, yielding a disparity ratio of 0.32 for prime contracts under \$500,000. *Id.*

In the realm of contraction subcontracting, the study showed that DBEs may have 29.24 percent of available subcontractors, and in the construction industry they receive 44.62 percent of available subcontracts, but those subcontracts amounted to only 10.65 percent of available subcontracting dollars. *Id.* at *13. This, according to the study, yielded a statistically significant disparity ratio of 0.36, which the court found low enough to signal systemic under-utilization. *Id.*

IDOT relied on additional data to justify its program, including conducting a zero-goal experiment in 2002 and in 2003, when it did not apply DBE goals to contracts. *Id.* at *13. Without contract goals, the share of the contracts' value that DBEs received dropped dramatically, to just 1.5 percent of the total value of the contracts. *Id.* at *13. And in those contracts advertised without a DBE goal, the DBE subcontractor participation rate was 0.84 percent.

Tollway program. Tollway also relied on a disparity study limited to the Tollway's contracting market area. The study used a "custom census" process, creating a database of representative projects, identifying geographic and product markets, counting businesses in those markets, identifying and verifying which businesses are minority- and women-owned, and verifying the ownership status of all the other firms. *Id.* at *13. The study examined the Tollway's historical contract data, reported its DBE utilization as a percentage of contract dollars, and compared DBE utilization and DBE availability, coming up with disparity indices divided by race and sex, as well as by industry group. *Id.*

The study found that out of 115 disparity indices, 80 showed statistically significant under-utilization of DBEs. *Id.* at *14. The study discussed statistical disparities in earnings and the formation of businesses by minorities and women, and concluded that a statistically significant adverse impact on earnings was observed in both the economy at large and in the construction and construction-related professional services sector." *Id.* at *14. The study also found women and minorities are not as likely to start their own business, and that minority business formation rates would likely be substantially and significantly higher if markets operated in a race- and sex-neutral manner. *Id.*

The study used regression analysis to assess differences in wages, business-owner earnings, and business-formation rates between white men and minorities and women in the wider construction economy. *Id.* at *14. The study found statistically significant disparities remained between white men and other groups, controlling for various independent variables such as age, education, location, industry affiliation, and time. *Id.* The disparities, according to the study, were consistent with a market affected by discrimination. *Id.*

The Tollway also presented additional evidence, including that the Tollway set aspirational participation goals on a small number of contracts, and those attempts failed. *Id.* at *14. In 2004, the court noted the Tollway did not award a single prime contract or subcontract to a DBE, and the DBE participation rate in 2005 was 0.01 percent across all construction contracts. *Id.* In addition, the Tollway also considered, like IDOT, anecdotal evidence that provided testimony of several DBE owners regarding barriers that they themselves faced. *Id.*

Midwest Fence's criticisms. Midwest Fence's expert consultant argued that the study consultant failed to account for DBEs' readiness, willingness, and ability to do business with IDOT and the Tollway, and that the method of assessing readiness and willingness was flawed. *Id.* at *14. In addition, the consultant for Midwest Fence argued that one of the studies failed to account for DBEs' relative capacity, "meaning a firm's ability to take on more than one contract at a time." The

court noted that one of the study consultants did not account for firm capacity and the other study consultant found no effective way to account for capacity. *Id.* at *14, n. 2. The court said one study did perform a regression analysis to measure relative capacity and limited its disparity analysis to contracts under \$500,000, which was, according to the study consultant, to take capacity into account to the extent possible. *Id.*

The court pointed out that one major problem with Midwest Fence's report is that the consultant did not perform any substantive analysis of his own. *Id.* at *15. The evidence offered by Midwest Fence and its consultant was, according to the court, "speculative at best." *Id.* at *15. The court said the consultant's relative capacity analysis was similarly speculative, arguing that the assumption that firms have the same ability to provide services up to \$500,000 may not be true in practice, and that if the estimates of capacity are too low the resulting disparity index overstates the degree of disparity that exists. *Id.* at *15.

The court stated Midwest Fence's expert similarly argued that the existence of the DBE program "may" cause an upward bias in availability, that any observations of the public sector in general "may" be affected by the DBE program's existence, and that data become less relevant as time passes. *Id.* at *15. The court found that given the substantial utilization disparity as shown in the reports by IDOT and the Tollway defendants, Midwest Fence's speculative critiques did not raise a genuine issue of fact as to whether the defendants had a substantial basis in evidence to believe that action was needed to remedy discrimination. *Id.* at *15.

The court rejected Midwest Fence's argument that requiring it to provide an independent statistical analysis places an impossible burden on it due to the time and expense that would be required. *Id.* at *15. The court noted that the burden is initially on the government to justify its programs, and that since the state defendants offered evidence to do so, the burden then shifted to Midwest Fence to show a genuine issue of material fact as to whether the state defendants had a substantial basis in evidence for adopting their DBE programs. *Id.* Speculative criticism about potential problems, the court found, will not carry that burden. *Id.*

With regard to the capacity question, the court noted it was Midwest Fence's strongest criticism and that courts had recognized it as a serious problem in other contexts. *Id.* at *15. The court said the failure to account for relative capacity did not undermine the substantial basis in evidence in this particular case. *Id.* at *15. Midwest Fence did not explain how to account for relative capacity. *Id.* In addition, it has been recognized, the court stated, that defects in capacity analyses are not fatal in and of themselves. *Id.* at *15.

The court concluded that the studies show striking utilization disparities in specific industries in the relevant geographic market areas, and they are consistent with the anecdotal and less formal evidence defendants had offered. *Id.* at *15. The court found Midwest Fence's expert's "speculation" that failure to account for relative capacity might have biased DBE availability upward does not undermine the statistical core of the strong basis in evidence required. *Id.*

In addition, the court rejected Midwest Fence's argument that the disparity studies do not prove discrimination, noting again that a state need not conclusively prove the existence of discrimination to establish a strong basis in evidence for concluding that remedial action is necessary, and that where gross statistical disparities can be shown, they alone may constitute prima facie proof of a

pattern or practice of discrimination. *Id.* at *15. The court also rejected Midwest Fence’s attack on the anecdotal evidence stating that the anecdotal evidence bolsters the state defendants’ statistical analyses. *Id.* at *15.

In connection with Midwest Fence’s argument relating to the Tollway defendant, Midwest Fence argued that the Tollway’s supporting data was from before it instituted its DBE program. *Id.* at *16. The Tollway responded by arguing that it used the best data available and that in any event its data sets show disparities. *Id.* at *16. The court found this point persuasive even assuming some of the Tollway’s data were not exact. *Id.* The court said that while every single number in the Tollway’s “arsenal of evidence” may not be exact, the overall picture still shows beyond reasonable dispute a marketplace with systemic under-utilization of DBEs far below the disparity index lower than 80 as an indication of discrimination, and that Midwest Fence’s “abstract criticisms” do not undermine that core of evidence. *Id.* at *16.

Narrow Tailoring. The court applied the narrow tailoring factors to determine whether IDOT’s and the Tollway’s implementation of their DBE programs yielded a close match between the evil against which the remedy is directed and the terms of the remedy. *Id.* at *16. First the court addressed the necessity for the relief and the efficacy of alternative race-neutral remedies factor. *Id.* The court reiterated that Midwest Fence has not undermined the defendants’ strong combination of statistical and other evidence to show that their programs are needed to remedy discrimination. *Id.*

Both IDOT and the Tollway, according to the court, use race- and gender-neutral alternatives, and the undisputed facts show that those alternatives have not been sufficient to remedy discrimination. *Id.* The court noted that the record shows IDOT uses nearly all of the methods described in the federal regulations to maximize a portion of the goal that will be achieved through race-neutral means. *Id.*

As for flexibility, both IDOT and the Tollway make front-end waivers available when a contractor has made good faith efforts to comply with a DBE goal. *Id.* at *17. The court rejected Midwest Fence’s arguments that there were a low number of waivers granted, and that contractors fear of having a waiver denied showed the system was a *de facto* quota system. *Id.* The court found that IDOT and the Tollway have not granted large numbers of waivers, but there was also no evidence that they have *denied* large numbers of waivers. *Id.* The court pointed out that the evidence from Midwest Fence does not show that defendants are responsible for failing to grant front-end waivers that the contractors do not request. *Id.*

The court stated in the absence of evidence that defendants failed to adhere to the general good faith effort guidelines and arbitrarily deny or discourage front-end waiver requests, Midwest Fence’s contention that contractors fear losing contracts if they ask for a waiver does not make the system a quota system. *Id.* at *17. Midwest Fence’s own evidence, the court stated, shows that IDOT granted in 2007, 57 of 63 front-end waiver requests, and in 2010, it granted 21 of 35 front-end waiver requests. *Id.* at *17. In addition, the Tollway granted at least some front-end waivers involving 1.02 percent of contract dollars. *Id.* Without evidence that far more waivers were requested, the court was satisfied that even this low total by the Tollway does not raise a genuine dispute of fact. *Id.*

The court also rejected as “underdeveloped” Midwest Fence’s argument that the court should look at the dollar value of waivers granted rather than the raw number of waivers granted. *Id.* at *17. The

court found that this argument does not support a different outcome in this case because the defendants grant more front-end waiver requests than they deny, regardless of the dollar amounts those requests encompass. Midwest Fence presented no evidence that IDOT and the Tollway have an unwritten policy of granting only low-value waivers. *Id.*

The court stated that Midwest's "best argument" against narrowed tailoring is its "mismatch" argument, which was discussed above. *Id.* at *17. The court said Midwest's broad condemnation of the IDOT and Tollway programs as failing to create a "light" and "diffuse" burden for third parties was not persuasive. *Id.* The court noted that the DBE programs, which set DBE goals on only some contracts and allow those goals to be waived if necessary, may end up foreclosing one of several opportunities for a non-DBE specialty subcontractor like Midwest Fence. *Id.* But, there was no evidence that they impose the entire burden on that subcontractor by shutting it out of the market entirely. *Id.* However, the court found that Midwest Fence's point that subcontractors appear to bear a disproportionate share of the burden as compared to prime contractors "is troubling." *Id.* at *17.

Although the evidence showed disparities in both the prime contracting and subcontracting markets, under the federal regulations, individual contract goals are set only for contracts that have subcontracting possibilities. *Id.* The court pointed out that some DBEs are able to bid on prime contracts, but the necessarily small size of DBEs makes that difficult in most cases. *Id.*

But, according to the court, in the end the record shows that the problem Midwest Fence raises is largely "theoretical." *Id.* at *18. Not all contracts have DBE goals, so subcontractors are on an even footing for those contracts without such goals. *Id.* IDOT and the Tollway both use neutral measures including some designed to make prime contracts more assessable to DBEs. *Id.* The court noted that DBE trucking and material suppliers count toward fulfillment of a contract's DBE goal, even though they are not used as line items in calculating the contract goal in the first place, which opens up contracts with DBE goals to non-DBE subcontractors. *Id.*

The court stated that if Midwest Fence "had presented evidence rather than theory on this point, the result might be different." *Id.* at *18. "Evidence that subcontractors were being frozen out of the market or bearing the entire burden of the DBE program would likely require a trial to determine at a minimum whether IDOT or the Tollway were adhering to their responsibility to avoid overconcentration in subcontracting." *Id.* at *18. The court concluded that Midwest Fence "has shown how the Illinois program *could* yield that result but not that it actually does so." *Id.*

In light of the IDOT and Tollway programs' mechanisms to prevent subcontractors from having to bear the entire burden of the DBE programs, including the use of DBE materials and trucking suppliers in satisfying goals, efforts to draw DBEs into prime contracting, and other mechanisms, according to the court, Midwest Fence did not establish a genuine dispute of fact on this point. *Id.* at *18. The court stated that the "theoretical possibility of a 'mismatch' could be a problem, but we have no evidence that it actually is." *Id.* at *18.

Therefore, the court concluded that IDOT and the Tollway DBE programs are narrowly tailored to serve the compelling state interest in remedying discrimination in public contracting. *Id.* at *18. They include race- and gender-neutral alternatives, set goals with reference to actual market conditions, and allow for front-end waivers. *Id.* "So far as the record before us shows, they do not unduly burden

third parties in service of remedying discrimination”, according to the court. Therefore, Midwest Fence failed to present a genuine dispute of fact “on this point.” *Id.*

3. *Dunnet Bay Construction Company v. Borggren, Illinois DOT, et al.*, 799 F.3d 676, 2015 WL 4934560 (7th Cir. 2015), cert. denied, *Dunnet Bay Construction Co. v. Blankenhorn, Randall S., et al.*, 2016 WL 193809 (Oct. 3, 2016).

Dunnet Bay Construction Company sued the Illinois Department of Transportation (IDOT) asserting that the Illinois DOT’s DBE Program discriminates on the basis of race. The district court granted summary judgment to Illinois DOT, concluding that Dunnet Bay lacked standing to raise an equal protection challenge based on race, and held that the Illinois DOT DBE Program survived the constitutional and other challenges. 799 F.3d at 679. (*See* 2014 WL 552213, C.D. Ill. Fed. 12, 2014) (*See* summary of district decision in Section E. below). The Court of Appeals affirmed the grant of summary judgment to IDOT.

Dunnet Bay engages in general highway construction and is owned and controlled by two white males. 799 F. 3d at 679. Its average annual gross receipts between 2007 and 2009 were over \$52 million. *Id.* IDOT administers its DBE Program implementing the Federal DBE Program. IDOT established a statewide aspirational goal for DBE participation of 22.77 percent. *Id.* at 680. Under IDOT’s DBE Program, if a bidder fails to meet the DBE contract goal, it may request a modification of the goal, and provide documentation of its good faith efforts to meet the goal. *Id.* at 681. These requests for modification are also known as “waivers.” *Id.*

The record showed that IDOT historically granted goal modification request or waivers: in 2007, it granted 57 of 63 pre-award goal modification requests; the six other bidders ultimately met the contract goal with post-bid assistance. *Id.* at 681. In 2008, IDOT granted 50 of the 55 pre-award goal modification requests; the other five bidders ultimately met the DBE goal. In calendar year 2009, IDOT granted 32 of 58 goal modification requests; the other contractors ultimately met the goals. In calendar year 2010, IDOT received 35 goal modification requests; it granted 21 of them and denied the rest. *Id.*

Dunnet Bay alleged that IDOT had taken the position no waivers would be granted. *Id.* at 697-698. IDOT responded that it was not its policy to not grant waivers, but instead IDOT would aggressively pursue obtaining the DBE participation in their contract goals, including that waivers were going to be reviewed at a high level to make sure the appropriate documentation was provided in order for a waiver to be issued. *Id.*

The U.S. FHWA approved the methodology IDOT used to establish a statewide overall DBE goal of 22.77 percent. *Id.* at 683, 698. The FHWA reviewed and approved the individual contract goals set for work on a project known as the Eisenhower project that Dunnet Bay bid on in 2010. *Id.* Dunnet Bay submitted to IDOT a bid that was the lowest bid on the project, but it was substantially over the budget estimate for the project. *Id.* at 683-684. Dunnet Bay did not achieve the goal of 22 percent, but three other bidders each met the DBE goal. *Id.* at 684. Dunnet Bay requested a waiver based on its good faith efforts to obtain the DBE goal. *Id.* at 684. Ultimately, IDOT determined that Dunnet Bay did not properly exercise good faith efforts and its bid was rejected. *Id.* at 684-687, 699.

Because all the bids were over budget, IDOT decided to rebid the Eisenhower project. *Id.* at 687. There were four separate Eisenhower projects advertised for bids, and IDOT granted one of the four goal modification requests from that bid letting. Dunnet Bay bid on one of the rebid projects, but it was not the lowest bid; it was the third out of five bidders. *Id.* at 687. Dunnet Bay did meet the 22.77 percent contract DBE goal, on the rebid prospect, but was not awarded the contract because it was not the lowest. *Id.*

Dunnet Bay then filed its lawsuit seeking damages as well as a declaratory judgement that the IDOT DBE Program is unconstitutional and injunctive relief against its enforcement.

The district court granted the IDOT Defendants' motion for summary judgement and denied Dunnet Bay's motion. *Id.* at 687. The district court concluded that Dunnet Bay lacked Article III standing to raise an equal protection challenge because it has not suffered a particularized injury that was called by IDOT, and that Dunnet Bay was not deprived of the ability to compete on an equal basis. *Id. Dunnet Bay Construction Company v. Hannig*, 2014 WL 552213, at *30 (C.D. Ill. Feb. 12, 2014).

Even if Dunnet Bay had standing to bring an equal protection claim, the district court held that IDOT was entitled to summary judgment. The district court concluded that Dunnet Bay was held to the same standards as every other bidder, and thus could not establish that it was the victim of racial discrimination. *Id.* at 687. In addition, the district court determined that IDOT had not exceeded its federal authority under the federal rules and that Dunnet Bay's challenge to the DBE Program failed under the Seventh Circuit Court of Appeals decision in *Northern Contracting, Inc. v. Illinois*, 473 F.3d 715, 721 (7th Cir. 2007), which insulates a state DBE Program from a constitutional attack absent a showing that the state exceeded its federal authority. *Id.* at 688. (*See* discussion of the district court decision in *Dunnet Bay* below in Section E).

Dunnet Bay lacks standing to raise an equal protection claim. The court first addressed the issue whether Dunnet Bay had standing to challenge IDOT's DBE Program on the ground that it discriminated on the basis of race in the award of highway construction contracts.

The court found that Dunnet Bay had not established that it was excluded from competition or otherwise disadvantaged because of race-based measures. *Id.* at 690. Nothing in IDOT's DBE Program, the court stated, excluded Dunnet Bay from competition for any contract. *Id.* IDOT's DBE Program is not a "set-aside program," in which non-minority owned businesses could not even bid on certain contracts. *Id.* Under IDOT's DBE Program, all contractors, minority and non-minority contractors, can bid on all contracts. *Id.* at 690-691.

The court said the absence of complete exclusion from competition with minority- or women-owned businesses distinguished the IDOT DBE Program from other cases in which the court ruled there was standing to challenge a program. *Id.* at 691. Dunnet Bay, the court found, has not alleged and has not produced evidence to show that it was treated less favorably than any other contractor because of the race of its owners. *Id.* This lack of an explicit preference from minority-owned businesses distinguishes the IDOT DBE Program from other cases. *Id.* Under IDOT's DBE Program, all contractors are treated alike and subject to the same rules. *Id.*

In addition, the court distinguished other cases in which the contractors were found to have standing because in those cases standing was based in part on the fact they had lost an award of a contract for

failing to meet the DBE goal or failing to show good faith efforts, despite being the low bidders on the contract, and the second lowest bidder was awarded the contract. *Id.* at 691. In contrast with these cases where the plaintiffs had standing, the court said Dunnet Bay could not establish that it would have been awarded the contract but for its failure to meet the DBE goal or demonstrate good faith efforts. *Id.* at 692.

The evidence established that Dunnet Bay's bid was substantially over the program estimated budget, and IDOT rebid the contract because the low bid was over the project estimate. *Id.* In addition, Dunnet Bay had been left off the For Bidders List that is submitted to DBEs, which was another reason IDOT decided to rebid the contract. *Id.*

The court found that even assuming Dunnet Bay could establish it was excluded from competition with DBEs or that it was disadvantaged as compared to DBEs, it could not show that any difference in treatment was because of race. *Id.* at 692. For the three years preceding 2010, the year it bid on the project, Dunnet Bay's average gross receipts were over \$52 million. *Id.* Therefore, the court found Dunnet Bay's size makes it ineligible to qualify as a DBE, regardless of the race of its owners. *Id.* Dunnet Bay did not show that any additional costs or burdens that it would incur are because of race, but the additional costs and burdens are equally attributable to Dunnet Bay's size. *Id.* Dunnet Bay had not established, according to the court, that the denial of equal treatment resulted from the imposition of a racial barrier. *Id.* at 693.

Dunnet Bay also alleged that it was forced to participate in a discriminatory scheme and was required to consider race in subcontracting, and thus argued that it may assert third-party rights. *Id.* at 693. The court stated that it has not adopted the broad view of standing regarding asserting third-party rights. *Id.* The court concluded that Dunnet Bay's claimed injury of being forced to participate in a discriminatory scheme amounts to a challenge to the state's application of a federally mandated program, which the Seventh Circuit Court of Appeals has determined "must be limited to the question of whether the state exceeded its authority." *Id.* at 694, quoting, *Northern Contracting*, 473 F.3d at 720-21. The court found Dunnet Bay was not denied equal treatment because of racial discrimination, but instead any difference in treatment was equally attributable to Dunnet Bay's size. *Id.*

The court stated that Dunnet Bay did not establish causational or redressability. *Id.* at 695. It failed to demonstrate that the DBE Program caused it any injury during the first bid process. *Id.* IDOT did not award the contract to anyone under the first bid and re-let the contract. *Id.* Therefore, Dunnet Bay suffered no injury because of the DBE Program. *Id.* The court also found that Dunnet Bay could not establish redressability because IDOT's decision to re-let the contract redressed any injury. *Id.*

In addition, the court concluded that prudential limitations preclude Dunnet Bay from bringing its claim. *Id.* at 695. The court said that a litigant generally must assert his own legal rights and interests, and cannot rest his claim to relief on the legal rights or interests of third parties. *Id.* The court rejected Dunnet Bay's attempt to assert the equal protection rights of a non-minority-owned small business. *Id.* at 695-696.

Dunnet Bay did not produce sufficient evidence that IDOT's implementation of the Federal DBE Program constitutes race discrimination as it did not establish that IDOT exceeded its federal authority. The court said that in the alternative to denying Dunnet Bay standing, even if Dunnet Bay

had standing, IDOT was still entitled to summary judgment. *Id.* at 696. The court stated that to establish an equal protection claim under the Fourteenth Amendment, Dunnet Bay must show that IDOT “acted with discriminatory intent.” *Id.*

The court established the standard based on its previous ruling in the *Northern Contracting v. IDOT* case that in implementing its DBE Program, IDOT may properly rely on “the federal government’s compelling interest in remedying the effects of past discrimination in the national construction market.” *Id.*, at 697, quoting *Northern Contracting*, 473 F.3d at 720. Significantly, the court held following its *Northern Contracting* decision as follows: “[A] state is insulated from [a constitutional challenge as to whether its program is narrowly tailored to achieve this compelling interest], absent a showing that the state exceeded its federal authority.” *Id.* quoting *Northern Contracting*, 473 F.3d at 721.

Dunnet Bay contends that IDOT exceeded its federal authority by effectively creating racial quotas by designing the Eisenhower project to meet a pre-determined DBE goal and eliminating waivers. *Id.* at 697. Dunnet Bay asserts that IDOT exceeds its authority by: (1) setting the contract’s DBE participation goal at 22 percent without the required analysis; (2) implementing a “no-waiver” policy; (3) preliminarily denying its goal modification request without assessing its good faith efforts; (4) denying it a meaningful reconsideration hearing; (5) determining that its good faith efforts were inadequate; and (6) providing no written or other explanation of the basis for its good-faith-efforts determination. *Id.*

In challenging the DBE contract goal, Dunnet Bay asserts that the 22 percent goal was “arbitrary” and that IDOT manipulated the process to justify a preordained goal. *Id.* at 698. The court stated Dunnet Bay did not identify any regulation or other authority that suggests political motivations matter, provided IDOT did not exceed its federal authority in setting the contract goal. *Id.* Dunnet Bay does not actually challenge how IDOT went about setting its DBE goal on the contract. *Id.* Dunnet Bay did not point to any evidence to show that IDOT failed to comply with the applicable regulation providing only general guidance on contract goal setting. *Id.*

The FHWA approved IDOT’s methodology to establish its statewide DBE goal and approved the individual contract goals for the Eisenhower project. *Id.* at 698. Dunnet Bay did not identify any part of the regulation that IDOT allegedly violated by reevaluating and then increasing its DBE contract goal, by expanding the geographic area used to determine DBE availability, by adding pavement patching and landscaping work into the contract goal, by including items that had been set-aside for small business enterprises, or by any other means by which it increased the DBE contract goal. *Id.*

The court agreed with the district court’s conclusion that because the federal regulations do not specify a procedure for arriving at contract goals, it is not apparent how IDOT could have exceeded its federal authority. *Id.* at 698.

The court found Dunnet Bay did not present sufficient evidence to raise a reasonable inference that IDOT had actually implemented a no-waiver policy. *Id.* at 698. The court noted IDOT had granted waivers in 2009 and in 2010 that amounted to 60 percent of the waiver requests. *Id.* The court stated that IDOT’s record of granting waivers refutes any suggestion of a no-waiver policy. *Id.* at 699.

The court did not agree with Dunnet Bay’s challenge that IDOT rejected its bid without determining whether it had made good faith efforts, pointing out that IDOT in fact determined that Dunnet Bay

failed to document adequate good faith efforts, and thus it had complied with the federal regulations. *Id.* at 699. The court found IDOT's determination that Dunnet Bay failed to show good faith efforts was supported in the record. *Id.* The court noted the reasons provided by IDOT, included Dunnet Bay did not utilize IDOT's supportive services, and that the other bidders all met the DBE goal, whereas Dunnet Bay did not come close to the goal in its first bid. *Id.* at 699-700.

The court said the performance of other bidders in meeting the contract goal is listed in the federal regulations as a consideration when deciding whether a bidder has made good faith efforts to obtain DBE participation goals, and was a proper consideration. *Id.* at 700. The court said Dunnet Bay's efforts to secure the DBE participation goal may have been hindered by the omission of Dunnet Bay from the For Bid List, but found the rebidding of the contract remedied that oversight. *Id.*

Conclusion. The court affirmed the district court's grant of summary judgement to the Illinois DOT, concluding that Dunnet Bay lacks standing, and that the Illinois DBE Program implementing the Federal DBE Program survived the constitutional and other challenges made by Dunnet Bay.

Petition for a Writ of Certiorari Denied. Dunnet Bay filed a Petition for a Writ of Certiorari to the United States Supreme Court in January 2016. The Supreme Court denied the Petition on October 3, 2016.

4. *Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation, et al.*, 713 F.3d 1187 (9th Cir. 2013)

The Associated General Contractors of America, Inc., San Diego Chapter, Inc. , ("AGC") sought declaratory and injunctive relief against the California Department of Transportation ("Caltrans") and its officers on the grounds that Caltrans' Disadvantaged Business initial Enterprise ("DBE") program unconstitutionally provided race -and sex-based preferences to African American, Native American-, Asian-Pacific American-, and women-owned firms on certain transportation contracts. The federal district court upheld the constitutionality of Caltrans' DBE program implementing the Federal DBE Program and granted summary judgment to Caltrans. The district court held that Caltrans' DBE program implementing the Federal DBE Program satisfied strict scrutiny because Caltrans had a strong basis in evidence of discrimination in the California transportation contracting industry, and the program was narrowly tailored to those groups that actually suffered discrimination. The district court held that Caltrans' substantial statistical and anecdotal evidence from a disparity study conducted by BBC Research and Consulting, provided a strong basis in evidence of discrimination against the four named groups, and that the program was narrowly tailored to benefit only those groups. 713 F.3d at 1190.

The AGC appealed the decision to the Ninth Circuit Court of Appeals. The Ninth Circuit initially held that because the AGC did not identify any of the members who have suffered or will suffer harm as a result of Caltrans' program, the AGC did not establish that it had associational standing to bring the lawsuit. *Id.* Most significantly, the Ninth Circuit held that even if the AGC could establish standing, its appeal failed because the Court found Caltrans' DBE program implementing the Federal DBE Program is constitutional and satisfied the applicable level of strict scrutiny required by the Equal Protection Clause of the United States Constitution. *Id.* at 1194-1200.

Court Applies *Western States Paving Co. v. Washington State DOT* decision. In 2005 the Ninth Circuit Court of Appeal decided *Western States Paving Co. v. Washington State Department of Transportation*, 407 F.3d 983 (9th Cir. 2005), which involved a facial challenge to the constitutional validity of the federal law authorizing the United States Department of Transportation to distribute funds to States for transportation-related projects. *Id.* at 1191. The challenge in the *Western States Paving* case also included an as-applied challenge to the Washington DOT program implementing the federal mandate. *Id.* Applying strict scrutiny, the Ninth Circuit upheld the constitutionality of the federal statute and the federal regulations (the Federal DBE Program), but struck down Washington DOT’s program because it was not narrowly tailored. *Id.*, citing *Western States Paving Co.*, 407 F.3d at 990-995, 999-1002.

In *Western States Paving*, the Ninth Circuit announced a two-pronged test for “narrow tailoring”:

“(1) the state must establish the presence of discrimination within its transportation contracting industry, and (2) the remedial program must be limited to those minority groups that have actually suffered discrimination.” *Id.* 1191, citing *Western States Paving Co.*, 407 F.3d at 997-998.

Evidence gathering and the 2007 Disparity Study. On May 1, 2006, Caltrans ceased to use race- and gender-conscious measures in implementing their DBE program on federally assisted contracts while it gathered evidence in an effort to comply with the *Western States Paving* decision. *Id.* at 1191. Caltrans commissioned a disparity study by BBC Research and Consulting to determine whether there was evidence of discrimination in California’s transportation contracting industry. *Id.* The Court noted that disparity analysis involves making a comparison between the availability of minority- and women-owned businesses and their actual utilization, producing a number called a “disparity index.” *Id.* An index of 100 represents statistical parity between availability and utilization, and a number below 100 indicates underutilization. *Id.* An index below 80 is considered a substantial disparity that supports an inference of discrimination. *Id.*

The Court found the research firm and the disparity study gathered extensive data to calculate disadvantaged business availability in the California transportation contracting industry. *Id.* at 1191. The Court stated: “Based on review of public records, interviews, assessments as to whether a firm could be considered available, for Caltrans contracts, as well as numerous other adjustments, the firm concluded that minority- and women-owned businesses should be expected to receive 13.5 percent of contact dollars from Caltrans administered federally assisted contracts.” *Id.* at 1191-1192.

The Court said the research firm “examined over 10,000 transportation-related contracts administered by Caltrans between 2002 and 2006 to determine actual DBE utilization. The firm assessed disparities across a variety of contracts, separately assessing contracts based on funding source (state or federal), type of contract (prime or subcontract), and type of project (engineering or construction).” *Id.* at 1192.

The Court pointed out a key difference between federally funded and state funded contracts is that race-conscious goals were in place for the federally funded contracts during the 2002–2006 period, but not for the state funded contracts. *Id.* at 1192. Thus, the Court stated: “state funded contracts functioned as a control group to help determine whether previous affirmative action programs skewed the data.” *Id.*

Moreover, the Court found the research firm measured disparities in all twelve of Caltrans' administrative districts, and computed aggregate disparities based on statewide data. *Id.* at 1192. The firm evaluated statistical disparities by race and gender. The Court stated that within and across many categories of contracts, the research firm found substantial statistical disparities for African American, Asian-Pacific, and Native American firms. *Id.* However, the research firm found that there were not substantial disparities for these minorities in *every* subcategory of contract. *Id.* The Court noted that the disparity study also found substantial disparities in utilization of women-owned firms for some categories of contracts. *Id.* After publication of the disparity study, the Court pointed out the research firm calculated disparity indices for all women-owned firms, including female minorities, showing substantial disparities in the utilization of all women-owned firms similar to those measured for white women. *Id.*

The Court found that the disparity study and Caltrans also developed extensive anecdotal evidence, by (1) conducting twelve public hearings to receive comments on the firm's findings; (2) receiving letters from business owners and trade associations; and (3) interviewing representatives from twelve trade associations and 79 owners/managers of transportation firms. *Id.* at 1192. The Court stated that some of the anecdotal evidence indicated discrimination based on race or gender. *Id.*

Caltrans' DBE Program. Caltrans concluded that the evidence from the disparity study supported an inference of discrimination in the California transportation contracting industry. *Id.* at 1192-1193. Caltrans concluded that it had sufficient evidence to make race- and gender-conscious goals for African American-, Asian-Pacific American-, Native American-, and women-owned firms. *Id.* The Court stated that Caltrans adopted the recommendations of the disparity report and set an overall goal of 13.5 percent for disadvantaged business participation. Caltrans expected to meet one-half of the 13.5 percent goal using race-neutral measures. *Id.*

Caltrans submitted its proposed DBE program to the USDOT for approval, including a request for a waiver to implement the program only for the four identified groups. *Id.* at 1193. The Caltrans' DBE program included 66 race-neutral measures that Caltrans already operated or planned to implement, and subsequent proposals increased the number of race-neutral measures to 150. *Id.* The USDOT granted the waiver, but initially did not approve Caltrans' DBE program until in 2009, the DOT approved Caltrans' DBE program for fiscal year 2009.

District Court proceedings. AGC then filed a complaint alleging that Caltrans' implementation of the Federal DBE Program violated the Fourteenth Amendment of the U.S. Constitution, Title VI of the Civil Rights Act, and other laws. Ultimately, the AGC only argued an as-applied challenge to Caltrans' DBE program. The district court on motions of summary judgment held that Caltrans' program was "clearly constitutional," as it "was supported by a strong basis in evidence of discrimination in the California contracting industry and was narrowly tailored to those groups which had actually suffered discrimination. *Id.* at 1193.

Subsequent Caltrans study and program. While the appeal by the AGC was pending, Caltrans commissioned a new disparity study from BBC to update its DBE program as required by the federal regulations. *Id.* at 1193. In August 2012, BBC published its second disparity report, and Caltrans concluded that the updated study provided evidence of continuing discrimination in the California transportation contracting industry against the same four groups and Hispanic Americans. *Id.* Caltrans submitted a modified DBE program that is nearly identical to the program approved in

2009, except that it now includes Hispanic Americans and sets an overall goal of 12.5 percent, of which 9.5 percent will be achieved through race- and gender-conscious measures. *Id.* The USDOT approved Caltrans' updated program in November 2012. *Id.*

Jurisdiction issue. Initially, the Ninth Circuit Court of Appeals considered whether it had jurisdiction over the AGC's appeal based on the doctrines of mootness and standing. The Court held that the appeal is not moot because Caltrans' new DBE program is substantially similar to the prior program and is alleged to disadvantage AGC's members "in the same fundamental way" as the previous program. *Id.* at 1194.

The Court, however, held that the AGC did not establish associational standing. *Id.* at 1194-1195: The Court found that the AGC did not identify any affected members by name nor has it submitted declarations by any of its members attesting to harm they have suffered or will suffer under Caltrans' program. *Id.* at 1194-1195. Because AGC failed to establish standing, the Court held it must dismiss the appeal due to lack of jurisdiction. *Id.* at 1195.

Caltrans' DBE Program held constitutional on the merits. The Court then held that even if AGC could establish standing, its appeal would fail. *Id.* at 1194-1195. The Court held that Caltrans' DBE program is constitutional because it survives the applicable level of scrutiny required by the Equal Protection Clause and jurisprudence. *Id.* at 1195-1200.

The Court stated that race-conscious remedial programs must satisfy strict scrutiny and that although strict scrutiny is stringent, it is not "fatal in fact." *Id.* at 1194-1195 (*quoting Adarand Constructors, Inc. v. Peña*, 515 U.S. 200, 237 (1995) (*Adarand III*)). The Court quoted *Adarand III*: "The unhappy persistence of both the practice and the lingering effects of racial discrimination against minority groups in this country is an unfortunate reality, and government is not disqualified from acting in response to it." *Id.* (*quoting Adarand III*, 515 U.S. at 237.)

The Court pointed out that gender-conscious programs must satisfy intermediate scrutiny which requires that gender-conscious programs be supported by an 'exceedingly persuasive justification' and be substantially related to the achievement of that underlying objective. *Id.* at 1195 (*citing Western States Paving*, 407 F.3d at 990 n. 6.).

The Court held that Caltrans' DBE program contains both race- and gender-conscious measures, and that the "entire program passes strict scrutiny." *Id.* at 1195.

A. Application of strict scrutiny standard articulated in *Western States Paving*. The Court held that the framework for AGC's as-applied challenge to Caltrans' DBE program is governed by *Western States Paving*. The Ninth Circuit in *Western States Paving* devised a two-pronged test for narrow tailoring: (1) the state must establish the presence of discrimination within its transportation contracting industry, and (2) the remedial program must be "limited to those minority groups that have actually suffered discrimination." *Id.* at 1195-1196 (*quoting Western States Paving*, 407 F.3d at 997-99).

1. Evidence of discrimination in California contracting industry. The Court held that in Equal Protection cases, courts consider statistical and anecdotal evidence to identify the existence of discrimination. *Id.* at 1196. The U.S. Supreme Court has suggested that a "significant statistical

disparity” could be sufficient to justify race-conscious remedial programs. *Id.* at *7 (citing *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469, 509 (1989)). The Court stated that although generally not sufficient, anecdotal evidence complements statistical evidence because of its ability to bring “the cold numbers convincingly to life.” *Id.* (quoting *Int’l Bhd. of Teamsters v. United States*, 431 U.S. 324, 339 (1977)).

The Court pointed out that Washington DOT’s DBE program in the *Western States Paving* case was held invalid because Washington DOT had performed no statistical studies and it offered no anecdotal evidence. *Id.* at 1196. The Court also stated that the Washington DOT used an oversimplified methodology resulting in little weight being given by the Court to the purported disparity because Washington’s data “did not account for the relative capacity of disadvantaged businesses to perform work, nor did it control for the fact that existing affirmative action programs skewed the prior utilization of minority businesses in the state.” *Id.* (quoting *Western States Paving*, 407 F.3d at 999-1001). The Court said that it struck down Washington’s program after determining that the record was devoid of any evidence suggesting that minorities currently suffer — or have ever suffered — discrimination in the Washington transportation contracting industry.” *Id.*

Significantly, the Court held in this case as follows: “In contrast, Caltrans’ affirmative action program is supported by substantial statistical and anecdotal evidence of discrimination in the California transportation contracting industry.” *Id.* at 1196. The Court noted that the disparity study documented disparities in many categories of transportation firms and the utilization of certain minority- and women-owned firms. *Id.* The Court found the disparity study “accounted for the factors mentioned in *Western States Paving* as well as others, adjusting availability data based on capacity to perform work and controlling for previously administered affirmative action programs.” *Id.* (citing *Western States*, 407 F.3d at 1000).

The Court also held: “Moreover, the statistical evidence from the disparity study is bolstered by anecdotal evidence supporting an inference of discrimination. The substantial statistical disparities alone would give rise to an inference of discrimination, *see Croson*, 488 U.S. at 509, and certainly Caltrans’ statistical evidence combined with anecdotal evidence passes constitutional muster.” *Id.* at 1196.

The Court specifically rejected the argument by AGC that strict scrutiny requires Caltrans to provide evidence of “specific acts” of “deliberate” discrimination by Caltrans employees or prime contractors. *Id.* at 1196-1197. The Court found that the Supreme Court in *Croson* explicitly states that “[t]he degree of specificity required in the findings of discrimination . . . may vary.” *Id.* at 1197 (quoting *Croson*, 488 U.S. at 489). The Court concluded that a rule requiring a state to show specific acts of deliberate discrimination by identified individuals would run contrary to the statement in *Croson* that statistical disparities alone could be sufficient to support race-conscious remedial programs. *Id.* (citing *Croson*, 488 U.S. at 509). The Court rejected AGC’s argument that Caltrans’ program does not survive strict scrutiny because the disparity study does not identify individual acts of deliberate discrimination. *Id.*

The Court rejected a second argument by AGC that this study showed inconsistent results for utilization of minority businesses depending on the type and nature of the contract, and thus cannot support an inference of discrimination in the entire transportation contracting industry. *Id.* at 1197. AGC argued that each of these subcategories of contracts must be viewed in isolation when

considering whether an inference of discrimination arises, which the Court rejected. *Id.* The Court found that AGC’s argument overlooks the rationale underpinning the constitutional justification for remedial race-conscious programs: they are designed to root out “patterns of discrimination.” *Id.* quoting *Croson*, 488 U.S. at 504.

The Court stated that the issue is not whether Caltrans can show underutilization of disadvantaged businesses in *every* measured category of contract. But rather, the issue is whether Caltrans can meet the evidentiary standard required by *Western States Paving* if, looking at the evidence in its entirety, the data show substantial disparities in utilization of minority firms suggesting that public dollars are being poured into “a system of racial exclusion practiced by elements of the local construction industry.” *Id.* at 1197 quoting *Croson* 488 U.S. at 492.

The Court concluded that the disparity study and anecdotal evidence document a pattern of disparities for the four groups, and that the study found substantial underutilization of these groups in numerous categories of California transportation contracts, which the anecdotal evidence confirms. *Id.* at 1197. The Court held this is sufficient to enable Caltrans to infer that these groups are systematically discriminated against in publicly-funded contracts. *Id.*

Third, the Court considered and rejected AGC’s argument that the anecdotal evidence has little or no probative value in identifying discrimination because it is not verified. *Id.* at *9. The Court noted that the Fourth and Tenth Circuits have rejected the need to verify anecdotal evidence, and the Court stated the AGC made no persuasive argument that the Ninth Circuit should hold otherwise. *Id.*

The Court pointed out that AGC attempted to discount the anecdotal evidence because some accounts ascribe minority underutilization to factors other than overt discrimination, such as difficulties with obtaining bonding and breaking into the “good ol boy” network of contractors. *Id.* at 1197-1198. The Court held, however, that the federal courts and regulations have identified precisely these factors as barriers that disadvantage minority firms because of the lingering effects of discrimination. *Id.* at 1198, citing *Western States Paving*, 407 and *AGCC II*, 950 F.2d at 1414.

The Court found that AGC ignores the many incidents of racial and gender discrimination presented in the anecdotal evidence. *Id.* at 1198. The Court said that Caltrans does not claim, and the anecdotal evidence does not need to prove, that *every* minority-owned business is discriminated against. *Id.* The Court concluded: “It is enough that the anecdotal evidence supports Caltrans’ statistical data showing a pervasive pattern of discrimination.” *Id.* The individual accounts of discrimination offered by Caltrans, according to the Court, met this burden. *Id.*

Fourth, the Court rejected AGC’s contention that Caltrans’ evidence does not support an inference of discrimination against all women because gender-based disparities in the study are limited to white women. *Id.* at 1198. AGC, the Court said, misunderstands the statistical techniques used in the disparity study, and that the study correctly isolates the effect of gender by limiting its data pool to white women, ensuring that statistical results for gender-based discrimination are not skewed by discrimination against minority women on account of their race. *Id.*

In addition, after AGC’s early incorrect objections to the methodology, the research firm conducted a follow-up analysis of all women-owned firms that produced a disparity index of 59. *Id.* at 1198. The Court held that this index is evidence of a substantial disparity that raises an inference of

discrimination and is sufficient to support Caltrans' decision to include all women in its DBE program. *Id.* at 1195.

2. Program tailored to groups who actually suffered discrimination. The Court pointed out that the second prong of the test articulated in *Western States Paving* requires that a DBE program be limited to those groups that actually suffered discrimination in the state's contracting industry. *Id.* at 1198. The Court found Caltrans' DBE program is limited to those minority groups that have actually suffered discrimination. *Id.* The Court held that the 2007 disparity study showed systematic and substantial underutilization of African American-, Native American-, Asian-Pacific American-, and women-owned firms across a range of contract categories. *Id.* at 1198-1199. *Id.* These disparities, according to the Court, support an inference of discrimination against those groups. *Id.*

Caltrans concluded that the statistical evidence did not support an inference of a pattern of discrimination against Hispanic or Subcontinent Asian Americans. *Id.* at 1199. California applied for and received a waiver from the USDOT in order to limit its 2009 program to African American, Native American, Asian-Pacific American, and women-owned firms. *Id.* The Court held that Caltrans' program "adheres precisely to the narrow tailoring requirements of *Western States*." *Id.*

The Court rejected the AGC contention that the DBE program is not narrowly tailored because it creates race-based preferences for all transportation-related contracts, rather than distinguishing between construction and engineering contracts. *Id.* at 1199. The Court stated that AGC cited no case that requires a state preference program to provide separate goals for disadvantaged business participation on construction and engineering contracts. *Id.* The Court noted that to the contrary, the federal guidelines for implementing the federal program instruct states *not* to separate different types of contracts. *Id.* The Court found there are "sound policy reasons to not require such parsing, including the fact that there is substantial overlap in firms competing for construction and engineering contracts, as prime *and* subcontractors." *Id.*

B. Consideration of race-neutral alternatives. The Court rejected the AGC assertion that Caltrans' program is not narrowly tailored because it failed to evaluate race-neutral measures before implementing the system of racial preferences, and stated the law imposes no such requirement. *Id.* at 1199. The Court held that *Western States Paving* does not require states to independently meet this aspect of narrow tailoring, and instead focuses on whether the federal statute sufficiently considered race-neutral alternatives. *Id.*

Second, the Court found that even if this requirement does apply to Caltrans' program, narrow tailoring only requires "serious, good faith consideration of workable race-neutral alternatives." *Id.* at 1199, *citing Grutter v. Bollinger*, 539 U.S. 306, 339 (2003). The Court found that the Caltrans program has considered an increasing number of race-neutral alternatives, and it rejected AGC's claim that Caltrans' program does not sufficiently consider race-neutral alternatives. *Id.* at 1199.

C. Certification affidavits for Disadvantaged Business Enterprises. The Court rejected the AGC argument that Caltrans' program is not narrowly tailored because affidavits that applicants must submit to obtain certification as DBEs do not require applicants to assert they have suffered discrimination *in California*. *Id.* at 1199-1200. The Court held the certification process employed by Caltrans follows the process detailed in the federal regulations, and that this is an impermissible collateral attack on the facial validity of the Congressional Act authorizing the Federal DBE Program

and the federal regulations promulgated by the USDOT (The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, Pub.L.No. 109-59, § 1101(b), 119 Sect. 1144 (2005)). *Id.* at 1200.

D. Application of program to mixed state- and federally-funded contracts. The Court also rejected AGC's challenge that Caltrans applies its program to transportation contracts funded by both federal and state money. *Id.* at 1200. The Court held that this is another impermissible collateral attack on the federal program, which explicitly requires goals to be set for mix-funded contracts. *Id.*

Conclusion. The Court concluded that the AGC did not have standing, and that further, Caltrans' DBE program survives strict scrutiny by: 1) having a strong basis in evidence of discrimination within the California transportation contracting industry, and 2) being narrowly tailored to benefit only those groups that have actually suffered discrimination. *Id.* at 1200. The Court then dismissed the appeal. *Id.*

5. *Braunstein v. Arizona DOT*, 683 F.3d 1177 (9th Cir. 2012)

Braunstein is an engineering contractor that provided subsurface utility location services for ADOT. Braunstein sued the Arizona DOT and others seeking damages under the Civil Rights Act, pursuant to §§ 1981 and 1983, and challenging the use of Arizona's former affirmative action program, or race- and gender- conscious DBE program implementing the Federal DBE Program, alleging violation of the equal protection clause.

Factual background. ADOT solicited bids for a new engineering and design contract. Six firms bid on the prime contract, but Braunstein did not bid because he could not satisfy a requirement that prime contractors complete 50 percent of the contract work themselves. Instead, Braunstein contacted the bidding firms to ask about subcontracting for the utility location work. 683 F.3d at 1181. All six firms rejected Braunstein's overtures, and Braunstein did not submit a quote or subcontracting bid to any of them. *Id.*

As part of the bid, the prime contractors were required to comply with federal regulations that provide states receiving federal highway funds maintain a DBE program. 683 F.3d at 1182. Under this contract, the prime contractor would receive a maximum of 5 points for DBE participation. *Id.* at 1182. All six firms that bid on the prime contract received the maximum 5 points for DBE participation. All six firms committed to hiring DBE subcontractors to perform at least 6 percent of the work. Only one of the six bidding firms selected a DBE as its desired utility location subcontractor. Three of the bidding firms selected another company other than Braunstein to perform the utility location work. *Id.* DMJM won the bid for the 2005 contract using Aztec to perform the utility location work. Aztec was not a DBE. *Id.* at 1182.

District Court rulings. Braunstein brought this suit in federal court against ADOT and employees of the DOT alleging that ADOT violated his right to equal protection by using race and gender preferences in its solicitation and award of the 2005 contract. The district court dismissed as moot Braunstein's claims for injunctive and declaratory relief because ADOT had suspended its DBE program in 2006 following the Ninth Circuit decision in *Western States Paving Co. v. Washington State DOT*, 407 F.3d 9882 (9th Cir. 2005). This left only Braunstein's damages claims against the State and

ADOT under §2000d, and against the named individual defendants in their individual capacities under §§ 1981 and 1983. *Id. at 1183.*

The district court concluded that Braunstein lacked Article III standing to pursue his remaining claims because he had failed to show that ADOT's DBE program had affected him personally. The court noted that "Braunstein was afforded the opportunity to bid on subcontracting work, and the DBE goal did not serve as a barrier to doing so, nor was it an impediment to his securing a subcontract." *Id. at 1183.* The district court found that Braunstein's inability to secure utility location work stemmed from his past unsatisfactory performance, not his status as a non-DBE. *Id.*

Lack of standing. The Ninth Circuit Court of Appeals held that Braunstein lacked Article III standing and affirmed the entry of summary judgment in favor of ADOT and the individual employees of ADOT. The Court found that Braunstein had not provided any evidence showing that ADOT's DBE program affected him personally or that it impeded his ability to compete for utility location work on an equal basis. *Id. at 1185.* The Court noted that Braunstein did not submit a quote or a bid to any of the prime contractors bidding on the government contract. *Id.*

The Court also pointed out that Braunstein did not seek prospective relief against the government "affirmative action" program, noting the district court dismissed as moot his claims for declaratory and injunctive relief since ADOT had suspended its DBE program before he brought the suit. *Id. at 1186.* Thus, Braunstein's surviving claims were for damages based on the contract at issue rather than prospective relief to enjoin the DBE Program. *Id.* Accordingly, the Court held he must show more than that he is "able and ready" to seek subcontracting work. *Id.*

The Court found Braunstein presented no evidence to demonstrate that he was in a position to compete equally with the other subcontractors, no evidence comparing himself with the other subcontractors in terms of price or other criteria, and no evidence explaining why the six prospective prime contractors rejected him as a subcontractor. *Id. at 1186.* The Court stated that there was nothing in the record indicating the ADOT DBE program posed a barrier that impeded Braunstein's ability to compete for work as a subcontractor. *Id. at 1187.* The Court held that the existence of a racial or gender barrier is not enough to establish standing, without a plaintiff's showing that he has been subjected to such a barrier. *Id. at 1186.*

The Court noted Braunstein had explicitly acknowledged previously that the winning bidder on the contract would not hire him as a subcontractor for reasons unrelated to the DBE program. *Id. at 1186.* At the summary judgment stage, the Court stated that Braunstein was required to set forth specific facts demonstrating the DBE program impeded his ability to compete for the subcontracting work on an equal basis. *Id. at 1187.*

Summary judgment granted to ADOT. The Court concluded that Braunstein was unable to point to any evidence to demonstrate how the ADOT DBE program adversely affected him personally or impeded his ability to compete for subcontracting work. *Id.* The Court thus held that Braunstein lacked Article III standing and affirmed the entry of summary judgment in favor of ADOT.

6. *Northern Contracting, Inc. v. Illinois*, 473 F.3d 715 (7th Cir. 2007)

In *Northern Contracting, Inc. v. Illinois*, the Seventh Circuit affirmed the district court decision upholding the validity and constitutionality of the Illinois Department of Transportation's ("IDOT") DBE Program. Plaintiff Northern Contracting Inc. ("NCI") was a white male-owned construction company specializing in the construction of guardrails and fences for highway construction projects in Illinois. 473 F.3d 715, 717 (7th Cir. 2007). Initially, NCI challenged the constitutionality of both the federal regulations and the Illinois statute implementing these regulations. *Id.* at 719. The district court granted the USDOT's Motion for Summary Judgment, concluding that the federal government had demonstrated a compelling interest and that TEA-21 was sufficiently narrowly tailored. NCI did not challenge this ruling and thereby forfeited the opportunity to challenge the federal regulations. *Id.* at 720. NCI also forfeited the argument that IDOT's DBE program did not serve a compelling government interest. *Id.* The sole issue on appeal to the Seventh Circuit was whether IDOT's program was narrowly tailored. *Id.*

IDOT typically adopted a new DBE plan each year. *Id.* at 718. In preparing for Fiscal Year 2005, IDOT retained a consulting firm to determine DBE availability. *Id.* The consultant first identified the relevant geographic market (Illinois) and the relevant product market (transportation infrastructure construction). *Id.* The consultant then determined availability of minority- and women-owned firms through analysis of Dun & Bradstreet's Marketplace data. *Id.* This initial list was corrected for errors in the data by surveying the D&B list. *Id.* In light of these surveys, the consultant arrived at a DBE availability of 22.77 percent. *Id.* The consultant then ran a regression analysis on earnings and business information and concluded that in the absence of discrimination, relative DBE availability would be 27.5 percent. *Id.* IDOT considered this, along with other data, including DBE utilization on IDOT's "zero goal" experiment conducted in 2002 to 2003, in which IDOT did not use DBE goals on 5 percent of its contracts (1.5% utilization) and data of DBE utilization on projects for the Illinois State Toll Highway Authority which does not receive federal funding and whose goals are completely voluntary (1.6% utilization). *Id.* at 719. On the basis of all of this data, IDOT adopted a 22.77 percent goal for 2005. *Id.*

Despite the fact the NCI forfeited the argument that IDOT's DBE program did not serve a compelling state interest, the Seventh Circuit briefly addressed the compelling interest prong of the strict scrutiny analysis, noting that IDOT had satisfied its burden. *Id.* at 720. The court noted that, post-*Adarand*, two other circuits have held that a state may rely on the federal government's compelling interest in implementing a local DBE plan. *Id.* at 720-21, citing *Western States Paving Co., Inc. v. Washington State DOT*, 407 F.3d 983, 987 (9th Cir. 2005), *cert. denied*, 126 S.Ct. 1332 (Feb. 21, 2006) and *Sherbrooke Turf, Inc. v. Minnesota DOT*, 345 F.3d 964, 970 (8th Cir. 2003), *cert. denied*, 541 U.S. 1041 (2004). The court stated that NCI had not articulated any reason to break ranks from the other circuits and explained that "[i]nsofar as the state is merely complying with federal law it is acting as the agent of the federal government If the state does exactly what the statute expects it to do, and the statute is conceded for purposes of litigation to be constitutional, we do not see how the state can be thought to have violated the Constitution." *Id.* at 721, quoting *Milwaukee County Pavers Association v. Fielder*, 922 F.2d 419, 423 (7th Cir. 1991). The court did not address whether IDOT had an independent interest that could have survived constitutional scrutiny.

In addressing the narrowly tailored prong with respect to IDOT's DBE program, the court held that IDOT had complied. *Id.* The court concluded its holding in *Milwaukee* that a state is insulated from a constitutional attack absent a showing that the state exceeded its federal authority remained applicable. *Id.* at 721-22. The court noted that the Supreme Court in *Adarand Constructors v. Peña*, 515 U.S. 200 (1995) did not seize the opportunity to overrule that decision, explaining that the Court did not invalidate its conclusion that a challenge to a state's application of a federally mandated program must be limited to the question of whether the state exceeded its authority. *Id.* at 722.

The court further clarified the *Milwaukee* opinion in light of the interpretations of the opinions offered in by the Ninth Circuit in *Western States* and Eighth Circuit in *Sherbrooke*. *Id.* The court stated that the Ninth Circuit in *Western States* misread the *Milwaukee* decision in concluding that *Milwaukee* did not address the situation of an as-applied challenge to a DBE program. *Id.* at 722, n. 5. Relatedly, the court stated that the Eighth Circuit's opinion in *Sherbrooke* (that the *Milwaukee* decision was compromised by the fact that it was decided under the prior law "when the 10 percent federal set-aside was more mandatory") was unconvincing since all recipients of federal transportation funds are still required to have compliant DBE programs. *Id.* at 722. Federal law makes more clear now that the compliance could be achieved even with no DBE utilization if that were the result of a good faith use of the process. *Id.* at 722, n. 5. The court stated that IDOT in this case was acting as an instrument of federal policy and NCI's collateral attack on the federal regulations was impermissible. *Id.* at 722.

The remainder of the court's opinion addressed the question of whether IDOT exceeded its grant of authority under federal law, and held that all of NCI's arguments failed. *Id.* First, NCI challenged the method by which the local base figure was calculated, the first step in the goal-setting process. *Id.* NCI argued that the number of registered and prequalified DBEs in Illinois should have simply been counted. *Id.* The court stated that while the federal regulations list several examples of methods for determining the local base figure, *Id.* at 723, these examples are not intended as an exhaustive list. The court pointed out that the fifth item in the list is entitled "Alternative Methods," and states: "You may use other methods to determine a base figure for your overall goal. Any methodology you choose must be based on demonstrable evidence of local market conditions and be designated to ultimately attain a goal that is rationally related to the relative availability of DBEs in your market." *Id.* (citing 49 CFR § 26.45(c)(5)). According to the court, the regulations make clear that "relative availability" means "the availability of ready, willing and able DBEs relative to all business ready, willing, and able to participate" on DOT contracts. *Id.* The court stated NCI pointed to nothing in the federal regulations that indicated that a recipient must so narrowly define the scope of the ready, willing, and available firms to a simple count of the number of registered and prequalified DBEs. *Id.* The court agreed with the district court that the remedial nature of the federal scheme militates in favor of a method of DBE availability calculation that casts a broader net. *Id.*

Second, NCI argued that the IDOT failed to properly adjust its goal based on local market conditions. *Id.* The court noted that the federal regulations do not require any adjustments to the base figure, but simply provide recipients with authority to make such adjustments if necessary. *Id.* According to the court, NCI failed to identify any aspect of the regulations requiring IDOT to separate prime contractor availability from subcontractor availability, and pointed out that the regulations require the local goal to be focused on overall DBE participation. *Id.*

Third, NCI contended that IDOT violated the federal regulations by failing to meet the maximum feasible portion of its overall goal through race-neutral means of facilitating DBE participation. *Id.* at 723-24. NCI argued that IDOT should have considered DBEs who had won subcontracts on goal projects where the prime contractor did not consider DBE status, instead of only considering DBEs who won contracts on no-goal projects. *Id.* at 724. The court held that while the regulations indicate that where DBEs win subcontracts on goal projects strictly through low bid this can be counted as race-neutral participation, the regulations did not require IDOT to search for this data, for the purpose of calculating past levels of race-neutral DBE participation. *Id.* According to the court, the record indicated that IDOT used nearly all the methods described in the regulations to maximize the portion of the goal that will be achieved through race-neutral means. *Id.*

The court affirmed the decision of the district court upholding the validity of the IDOT DBE program and found that it was narrowly tailored to further a compelling governmental interest. *Id.*

7. *Western States Paving Co. v. Washington State DOT*, 407 F.3d 983 (9th Cir. 2005), cert. denied, 546 U.S. 1170 (2006)

This case out of the Ninth Circuit struck down a state’s implementation of the Federal DBE Program for failure to pass constitutional muster. In *Western States Paving*, the Ninth Circuit held that the State of Washington’s implementation of the Federal DBE Program was unconstitutional because it did not satisfy the narrow tailoring element of the constitutional test. The Ninth Circuit held that the State must present its own evidence of past discrimination within its own boundaries in order to survive constitutional muster and could not merely rely upon data supplied by Congress. The United States Supreme Court denied certiorari. The analysis in the decision also is instructive in particular as to the application of the narrowly tailored prong of the strict scrutiny test.

Plaintiff Western States Paving Co. (“plaintiff”) was a white male-owned asphalt and paving company. 407 F.3d 983, 987 (9th Cir. 2005). In July of 2000, plaintiff submitted a bid for a project for the City of Vancouver; the project was financed with federal funds provided to the Washington State DOT (“WSDOT”) under the Transportation Equity Act for the 21st Century (“TEA-21”). *Id.*

Congress enacted TEA-21 in 1991 and after multiple renewals, it was set to expire on May 31, 2004. *Id.* at 988. TEA-21 established minimum minority-owned business participation requirements (10%) for certain federally-funded projects. *Id.* The regulations require each state accepting federal transportation funds to implement a DBE program that comports with the TEA-21. *Id.* TEA-21 indicates the 10 percent DBE utilization requirement is “aspirational,” and the statutory goal “does not authorize or require recipients to set overall or contract goals at the 10 percent level, or any other particular level, or to take any special administrative steps if their goals are above or below 10 percent.” *Id.*

TEA-21 sets forth a two-step process for a state to determine its own DBE utilization goal: (1) the state must calculate the relative availability of DBEs in its local transportation contracting industry (one way to do this is to divide the number of ready, willing and able DBEs in a state by the total number of ready, willing and able firms); and (2) the state is required to “adjust this base figure upward or downward to reflect the proven capacity of DBEs to perform work (as measured by the volume of work allocated to DBEs in recent years) and evidence of discrimination against DBEs obtained from statistical disparity studies.” *Id.* at 989 (citing regulation). A state is also permitted to

consider discrimination in the bonding and financing industries and the present effects of past discrimination. *Id.* (citing regulation). TEA-21 requires a generalized, “undifferentiated” minority goal and a state is prohibited from apportioning their DBE utilization goal among different minority groups (*e.g.*, between Hispanics, blacks, and women). *Id.* at 990 (citing regulation).

“A state must meet the maximum feasible portion of this goal through race- [and gender-] neutral means, including informational and instructional programs targeted toward all small businesses.” *Id.* (citing regulation). Race- and gender-conscious contract goals must be used to achieve any portion of the contract goals not achievable through race- and gender-neutral measures. *Id.* (citing regulation). However, TEA-21 does not require that DBE participation goals be used on every contract or at the same level on every contract in which they are used; rather, the overall effect must be to “obtain that portion of the requisite DBE participation that cannot be achieved through race- [and gender-] neutral means.” *Id.* (citing regulation).

A prime contractor must use “good faith efforts” to satisfy a contract’s DBE utilization goal. *Id.* (citing regulation). However, a state is prohibited from enacting rigid quotas that do not contemplate such good faith efforts. *Id.* (citing regulation).

Under the TEA-21 minority utilization requirements, the City set a goal of 14 percent minority participation on the first project plaintiff bid on; the prime contractor thus rejected plaintiff’s bid in favor of a higher bidding minority-owned subcontracting firm. *Id.* at 987. In September of 2000, plaintiff again submitted a bid on a project financed with TEA-21 funds and was again rejected in favor of a higher bidding minority-owned subcontracting firm. *Id.* The prime contractor expressly stated that he rejected plaintiff’s bid due to the minority utilization requirement. *Id.*

Plaintiff filed suit against the WSDOT, Clark County, and the City, challenging the minority preference requirements of TEA-21 as unconstitutional both facially and as applied. *Id.* The district court rejected both of plaintiff’s challenges. The district court held the program was facially constitutional because it found that Congress had identified significant evidence of discrimination in the transportation contracting industry and the TEA-21 was narrowly tailored to remedy such discrimination. *Id.* at 988. The district court rejected the as-applied challenge concluding that Washington’s implementation of the program comported with the federal requirements and the state was not required to demonstrate that its minority preference program independently satisfied strict scrutiny. *Id.* Plaintiff appealed to the Ninth Circuit Court of Appeals. *Id.*

The Ninth Circuit considered whether the TEA-21, which authorizes the use of race- and gender-based preferences in federally-funded transportation contracts, violated equal protection, either on its face or as applied by the State of Washington.

The court applied a strict scrutiny analysis to both the facial and as-applied challenges to TEA-21. *Id.* at 990-91. The court did not apply a separate intermediate scrutiny analysis to the gender-based classifications because it determined that it “would not yield a different result.” *Id.* at 990, n. 6.

Facial challenge (Federal Government). The court first noted that the federal government has a compelling interest in “ensuring that its funding is not distributed in a manner that perpetuates the effects of either public or private discrimination within the transportation contracting industry.” *Id.* at 991, *citing City of Richmond v. J.A. Croson Co.*, 488 U.S. 469, 492 (1989) and *Adarand Constructors, Inc. v.*

Slater (“*Adarand VII*”), 228 F.3d 1147, 1176 (10th Cir. 2000). The court found that “[b]oth statistical and anecdotal evidence are relevant in identifying the existence of discrimination.” *Id.* at 991. The court found that although Congress did not have evidence of discrimination against minorities in every state, such evidence was unnecessary for the enactment of nationwide legislation. *Id.* However, citing both the Eighth and Tenth Circuits, the court found that Congress had ample evidence of discrimination in the transportation contracting industry to justify TEA-21. *Id.* The court also found that because TEA-21 set forth flexible race-conscious measures to be used only when race-neutral efforts were unsuccessful, the program was narrowly tailored and thus satisfied strict scrutiny. *Id.* at 992-93. The court accordingly rejected plaintiff’s facial challenge. *Id.*

As-applied challenge (State of Washington). Plaintiff alleged TEA-21 was unconstitutional as-applied because there was no evidence of discrimination in Washington’s transportation contracting industry. *Id.* at 995. The State alleged that it was not required to independently demonstrate that its application of TEA-21 satisfied strict scrutiny. *Id.* The United States intervened to defend TEA-21’s facial constitutionality, and “unambiguously conceded that TEA-21’s race conscious measures can be constitutionally applied only in those states where the effects of discrimination are present.” *Id.* at 996; *see also* Br. for the United States at 28 (April 19, 2004) (“DOT’s regulations ... are designed to assist States in ensuring that race-conscious remedies are limited to only those jurisdictions where discrimination or its effects are a problem and only as a last resort when race-neutral relief is insufficient.” (emphasis in original)).

The court found that the Eighth Circuit was the only other court to consider an as-applied challenge to TEA-21 in *Sherbrooke Turf, Inc. v. Minnesota DOT*, 345 F.3d 964 (8th Cir. 2003), *cert. denied* 124 S. Ct. 2158 (2004). *Id.* at 996. The Eighth Circuit did not require Minnesota and Nebraska to identify a compelling purpose for their programs independent of Congress’s nationwide remedial objective. *Id.* However, the Eighth Circuit did consider whether the states’ implementation of TEA-21 was narrowly tailored to achieve Congress’s remedial objective. *Id.* The Eighth Circuit thus looked to the states’ independent evidence of discrimination because “to be narrowly tailored, a *national* program must be limited to those parts of the country where its race-based measures are demonstrably needed.” *Id.* (internal citations omitted). The Eighth Circuit relied on the states’ statistical analyses of the availability and capacity of DBEs in their local markets conducted by outside consulting firms to conclude that the states satisfied the narrow tailoring requirement. *Id.* at 997.

The court concurred with the Eighth Circuit and found that Washington did not need to demonstrate a compelling interest for its DBE program, independent from the compelling nationwide interest identified by Congress. *Id.* However, the court determined that the district court erred in holding that mere compliance with the federal program satisfied strict scrutiny. *Id.* Rather, the court held that whether Washington’s DBE program was narrowly tailored was dependent on the presence or absence of discrimination in Washington’s transportation contracting industry. *Id.* at 997-98. “If no such discrimination is present in Washington, then the State’s DBE program does not serve a remedial purpose; it instead provides an unconstitutional windfall to minority contractors solely on the basis of their race or sex.” *Id.* at 998. The court held that a Sixth Circuit decision to the contrary, *Tennessee Asphalt Co. v. Farris*, 942 F.2d 969, 970 (6th Cir. 1991), misinterpreted earlier case law. *Id.* at 997, n. 9.

The court found that moreover, even where discrimination is present in a state, a program is narrowly tailored only if it applies only to those minority groups who have actually suffered discrimination. *Id.* at 998, *citing Croson*, 488 U.S. at 478. The court also found that in *Monterey Mechanical Co. v. Wilson*, 125 F.3d 702, 713 (9th Cir. 1997), it had “previously expressed similar concerns about the haphazard inclusion of minority groups in affirmative action programs ostensibly designed to remedy the effects of discrimination.” *Id.* In *Monterey Mechanical*, the court held that “the overly inclusive designation of benefited minority groups was a ‘red flag signaling that the statute is not, as the Equal Protection Clause requires, narrowly tailored.’” *Id.*, *citing Monterey Mechanical*, 125 F.3d at 714. The court found that other courts are in accord. *Id.* at 998-99, *citing Builders Ass’n of Greater Chi. v. County of Cook*, 256 F.3d 642, 647 (7th Cir. 2001); *Associated Gen. Contractors of Ohio, Inc. v. Drabik*, 214 F.3d 730, 737 (6th Cir. 2000); *O’Donnell Constr. Co. v. District of Columbia*, 963 F.2d 420, 427 (D.C. Cir. 1992). Accordingly, the court found that each of the principal minority groups benefited by WSDOT’s DBE program must have suffered discrimination within the State. *Id.* at 999.

The court found that WSDOT’s program closely tracked the sample USDOT DBE program. *Id.* WSDOT calculated its DBE participation goal by first calculating the availability of ready, willing and able DBEs in the State (dividing the number of transportation contracting firms in the Washington State Office of Minority, Women and Disadvantaged Business Enterprises Directory by the total number of transportation contracting firms listed in the Census Bureau’s Washington database, which equaled 11.17%). *Id.* WSDOT then upwardly adjusted the 11.17 percent base figure to 14 percent “to account for the proven capacity of DBEs to perform work, as reflected by the volume of work performed by DBEs [during a certain time period].” *Id.* Although DBEs performed 18 percent of work on State projects during the prescribed time period, Washington set the final adjusted figure at 14 percent because TEA-21 reduced the number of eligible DBEs in Washington by imposing more stringent certification requirements. *Id.* at 999, n. 11. WSDOT did not make an adjustment to account for discriminatory barriers in obtaining bonding and financing. *Id.* WSDOT similarly did not make any adjustment to reflect present or past discrimination “because it lacked any statistical studies evidencing such discrimination.” *Id.*

WSDOT then determined that it needed to achieve 5 percent of its 14 percent goal through race-conscious means based on a 9 percent DBE participation rate on state-funded contracts that did not include affirmative action components (*i.e.*, 9% participation could be achieved through race-neutral means). *Id.* at 1000. The USDOT approved WSDOT goal-setting program and the totality of its 2000 DBE program. *Id.*

Washington conceded that it did not have statistical studies to establish the existence of past or present discrimination. *Id.* It argued, however, that it had evidence of discrimination because minority-owned firms had the capacity to perform 14 percent of the State’s transportation contracts in 2000 but received only 9 percent of the subcontracting funds on contracts that did not include an affirmative action’s component. *Id.* The court found that the State’s methodology was flawed because the 14 percent figure was based on the earlier 18 percent figure, discussed *supra*, which included contracts with affirmative action components. *Id.* The court concluded that the 14 percent figure did not accurately reflect the performance capacity of DBEs in a race-neutral market. *Id.* The court also found the State conceded as much to the district court. *Id.*

The court held that a disparity between DBE performance on contracts with an affirmative action component and those without “does not provide any evidence of discrimination against DBEs.” *Id.* The court found that the only evidence upon which Washington could rely was the disparity between the proportion of DBE firms in the State (11.17%) and the percentage of contracts awarded to DBEs on race-neutral grounds (9%). *Id.* However, the court determined that such evidence was entitled to “little weight” because it did not take into account a multitude of other factors such as firm size. *Id.*

Moreover, the court found that the minimal statistical evidence was insufficient evidence, standing alone, of discrimination in the transportation contracting industry. *Id.* at 1001. The court found that WSDOT did not present any anecdotal evidence. *Id.* The court rejected the State’s argument that the DBE applications themselves constituted evidence of past discrimination because the applications were not properly in the record, and because the applicants were not required to certify that they had been victims of discrimination in the contracting industry. *Id.* Accordingly, the court held that because the State failed to proffer evidence of discrimination within its own transportation contracting market, its DBE program was not narrowly tailored to Congress’s compelling remedial interest. *Id.* at 1002-03.

The court affirmed the district court’s grant on summary judgment to the United States regarding the facial constitutionality of TEA-21, reversed the grant of summary judgment to Washington on the as-applied challenge, and remanded to determine the State’s liability for damages.

The dissent argued that where the State complied with TEA-21 in implementing its DBE program, it was not susceptible to an as-applied challenge.

8. *Sherbrooke Turf, Inc. v. Minnesota DOT, and Gross Seed Company v. Nebraska Department of Roads*, 345 F.3d 964 (8th Cir. 2003), cert. denied, 541 U.S. 1041 (2004)

This case is instructive in its analysis of state DOT DBE-type programs and their evidentiary basis and implementation. This case also is instructive in its analysis of the narrowly tailored requirement for state DBE programs. In upholding the challenged Federal DBE Program at issue in this case the Eighth Circuit emphasized the race-, ethnicity- and gender-neutral elements, the ultimate flexibility of the Program, and the fact the Program was tied closely only to labor markets with identified discrimination.

In *Sherbrooke Turf, Inc. v. Minnesota DOT, and Gross Seed Company v. Nebraska Department of Roads*, the U.S. Court of Appeals for the Eighth Circuit upheld the constitutionality of the Federal DBE Program (49 CFR Part 26). The court held the Federal Program was narrowly tailored to remedy a compelling governmental interest. The court also held the federal regulations governing the states’ implementation of the Federal DBE Program were narrowly tailored, and the state DOT’s implementation of the Federal DBE Program was narrowly tailored to serve a compelling government interest.

Sherbrooke and Gross Seed both contended that the Federal DBE Program on its face and as applied in Minnesota and Nebraska violated the Equal Protection component of the Fifth Amendment’s Due Process Clause. The Eighth Circuit engaged in a review of the Federal DBE Program and the implementation of the Program by the Minnesota DOT and the Nebraska

Department of Roads (“Nebraska DOR”) under a strict scrutiny analysis and held that the Federal DBE Program was valid and constitutional and that the Minnesota DOT’s and Nebraska DOR’s implementation of the Program also was constitutional and valid. Applying the strict scrutiny analysis, the court first considered whether the Federal DBE Program established a compelling governmental interest, and found that it did. It concluded that Congress had a strong basis in evidence to support its conclusion that race-based measures were necessary for the reasons stated by the Tenth Circuit in *Adarand*, 228 F.3d at 1167-76. Although the contractors presented evidence that challenged the data, they failed to present affirmative evidence that no remedial action was necessary because minority-owned small businesses enjoy non-discriminatory access to participation in highway contracts. Thus, the court held they failed to meet their ultimate burden to prove that the DBE Program is unconstitutional on this ground.

Finally, Sherbrooke and Gross Seed argued that the Minnesota DOT and Nebraska DOR must independently satisfy the compelling governmental interest test aspect of strict scrutiny review. The government argued, and the district courts below agreed, that participating states need not independently meet the strict scrutiny standard because under the DBE Program the state must still comply with the DOT regulations. The Eighth Circuit held that this issue was not addressed by the Tenth Circuit in *Adarand*. The Eighth Circuit concluded that neither side’s position is entirely sound.

The court rejected the contention of the contractors that their facial challenges to the DBE Program must be upheld unless the record before Congress included strong evidence of race discrimination in construction contracting in Minnesota and Nebraska. On the other hand, the court held a valid race-based program must be narrowly tailored, and to be narrowly tailored, a national program must be limited to those parts of the country where its race-based measures are demonstrably needed to the extent that the federal government delegates this tailoring function, as a state’s implementation becomes relevant to a reviewing court’s strict scrutiny. Thus, the court left the question of state implementation to the narrow tailoring analysis.

The court held that a reviewing court applying strict scrutiny must determine if the race-based measure is narrowly tailored. That is, whether the means chosen to accomplish the government’s asserted purpose are specifically and narrowly framed to accomplish that purpose. The contractors have the ultimate burden of establishing that the DBE Program is not narrowly tailored. *Id.* The compelling interest analysis focused on the record before Congress; the narrow-tailoring analysis looks at the roles of the implementing highway construction agencies.

For determining whether a race-conscious remedy is narrowly tailored, the court looked at factors such as the efficacy of alternative remedies, the flexibility and duration of the race-conscious remedy, the relationship of the numerical goals to the relevant labor market, and the impact of the remedy on third parties. *Id.* Under the DBE Program, a state receiving federal highway funds must, on an annual basis, submit to USDO’T an overall goal for DBE participation in its federally-funded highway contracts. *See*, 49 CFR § 26.45(f)(1). The overall goal “must be based on demonstrable evidence” as to the number of DBEs who are ready, willing, and able to participate as contractors or subcontractors on federally-assisted contracts. 49 CFR § 26.45(b). The number may be adjusted upward to reflect the state’s determination that more DBEs would be participating absent the effects of discrimination, including race-related barriers to entry. *See*, 49 CFR § 26.45(d).

The state must meet the “maximum feasible portion” of its overall goal by race-neutral means and must submit for approval a projection of the portion it expects to meet through race-neutral means. *See*, 49 CFR § 26.45(a), (c). If race-neutral means are projected to fall short of achieving the overall goal, the state must give preference to firms it has certified as DBEs. However, such preferences may not include quotas. 49 CFR § 26.45(b). During the course of the year, if a state determines that it will exceed or fall short of its overall goal, it must adjust its use of race-conscious and race-neutral methods “[t]o ensure that your DBE program continues to be narrowly tailored to overcome the effects of discrimination.” 49 CFR § 26.51(f).

Absent bad faith administration of the program, a state’s failure to achieve its overall goal will not be penalized. *See*, 49 CFR § 26.47. If the state meets its overall goal for two consecutive years through race-neutral means, it is not required to set an annual goal until it does not meet its prior overall goal for a year. *See*, 49 CFR § 26.51(f)(3). In addition, DOT may grant an exemption or waiver from any and all requirements of the Program. *See*, 49 CFR § 26.15(b).

Like the district courts below, the Eighth Circuit concluded that the USDOT regulations, on their face, satisfy the Supreme Court’s narrowing tailoring requirements. First, the regulations place strong emphasis on the use of race-neutral means to increase minority business participation in government contracting. 345 F.3d at 972. Narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, but it does require serious good faith consideration of workable race-neutral alternatives. 345 F.3d at 971, *citing Grutter v. Bollinger*, 539 U.S. 306.

Second, the revised DBE program has substantial flexibility. A state may obtain waivers or exemptions from any requirements and is not penalized for a good faith effort to meet its overall goal. In addition, the program limits preferences to small businesses falling beneath an earnings threshold, and any individual whose net worth exceeds \$750,000.00 cannot qualify as economically disadvantaged. *See*, 49 CFR § 26.67(b). Likewise, the DBE program contains built-in durational limits. 345 F.3d at 972. A state may terminate its DBE program if it meets or exceeds its annual overall goal through race-neutral means for two consecutive years. *Id.*; 49 CFR § 26.51(f)(3).

Third, the court found, the USDOT has tied the goals for DBE participation to the relevant labor markets. The regulations require states to set overall goals based upon the likely number of minority contractors that would have received federal assisted highway contracts but for the effects of past discrimination. *See*, 49 CFR § 26.45(c)-(d)(Steps 1 and 2). Though the underlying estimates may be inexact, the exercise requires states to focus on establishing realistic goals for DBE participation in the relevant contracting markets. *Id.* at 972.

Finally, Congress and DOT have taken significant steps, the court held, to minimize the race-based nature of the DBE Program. Its benefits are directed at all small businesses owned and controlled by the socially and economically disadvantaged. While TEA-21 creates a presumption that members of certain racial minorities fall within that class, the presumption is rebuttable, wealthy minority owners and wealthy minority-owned firms are excluded, and certification is available to persons who are not presumptively disadvantaged that demonstrate actual social and economic disadvantage. Thus, race is made relevant in the Program, but it is not a determinative factor. 345 F.3d at 973. For these reasons, the court agreed with the district courts that the revised DBE Program is narrowly tailored on its face.

Sherbrooke and Gross Seed also argued that the DBE Program as applied in Minnesota and Nebraska is not narrowly tailored. Under the Federal Program, states set their own goals, based on local market conditions; their goals are not imposed by the federal government; nor do recipients have to tie them to any uniform national percentage. 345 F.3d at 973, *citing* 64 Fed. Reg. at 5102.

The court analyzed what Minnesota and Nebraska did in connection with their implementation of the Federal DBE Program. Minnesota DOT commissioned a disparity study of the highway contracting market in Minnesota. The study group determined that DBEs made up 11.4 percent of the prime contractors and subcontractors in a highway construction market. Of this number, 0.6 percent were minority-owned and 10.8 percent women-owned. Based upon its analysis of business formation statistics, the consultant estimated that the number of participating minority-owned business would be 34 percent higher in a race-neutral market. Therefore, the consultant adjusted its DBE availability figure from 11.4 percent to 11.6 percent. Based on the study, Minnesota DOT adopted an overall goal of 11.6 percent DBE participation for federally-assisted highway projects. Minnesota DOT predicted that it would need to meet 9 percent of that overall goal through race and gender-conscious means, based on the fact that DBE participation in State highway contracts dropped from 10.25 percent in 1998 to 2.25 percent in 1999 when its previous DBE Program was suspended by the injunction by the district court in an earlier decision in *Sherbrooke*. Minnesota DOT required each prime contract bidder to make a good faith effort to subcontract a prescribed portion of the project to DBEs, and determined that portion based on several individualized factors, including the availability of DBEs in the extent of subcontracting opportunities on the project.

The contractor presented evidence attacking the reliability of the data in the study, but it failed to establish that better data were available or that Minnesota DOT was otherwise unreasonable in undertaking this thorough analysis and relying on its results. *Id.* The precipitous drop in DBE participation when no race-conscious methods were employed, the court concluded, supports Minnesota DOT's conclusion that a substantial portion of its overall goal could not be met with race-neutral measures. *Id.* On that record, the court agreed with the district court that the revised DBE Program serves a compelling government interest and is narrowly tailored on its face and as applied in Minnesota.

In Nebraska, the Nebraska DOR commissioned a disparity study also to review availability and capability of DBE firms in the Nebraska highway construction market. The availability study found that between 1995 and 1999, when Nebraska followed the mandatory 10 percent set-aside requirement, 9.95 percent of all available and capable firms were DBEs, and DBE firms received 12.7 percent of the contract dollars on federally assisted projects. After apportioning part of this DBE contracting to race-neutral contracting decisions, Nebraska DOR set an overall goal of 9.95 percent DBE participation and predicted that 4.82 percent of this overall goal would have to be achieved by race-and-gender conscious means. The Nebraska DOR required that prime contractors make a good faith effort to allocate a set portion of each contract's funds to DBE subcontractors. The Eighth Circuit concluded that Gross Seed, like Sherbrooke, failed to prove that the DBE Program is not narrowly tailored as applied in Nebraska. Therefore, the court affirmed the district courts' decisions in *Gross Seed* and *Sherbrooke*. (*See* district court opinions discussed *infra*).

9. *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000) cert. granted then dismissed as improvidently granted sub nom. *Adarand Constructors, Inc. v. Mineta*, 532 U.S. 941, 534 U.S. 103 (2001)

This is the *Adarand* decision by the United States Court of Appeals for the Tenth Circuit, which was on remand from the earlier Supreme Court decision applying the strict scrutiny analysis to any constitutional challenge to the Federal DBE Program. See *Adarand Constructors, Inc. v. Pena*, 515 U.S. 200 (1995). The decision of the Tenth Circuit in this case was considered by the United States Supreme Court, after that court granted certiorari to consider certain issues raised on appeal. The Supreme Court subsequently dismissed the writ of certiorari “as improvidently granted” without reaching the merits of the case. The court did not decide the constitutionality of the Federal DBE Program as it applies to state DOTs or local governments.

The Supreme Court held that the Tenth Circuit had not considered the issue before the Supreme Court on certiorari, namely whether a race-based program applicable to direct federal contracting is constitutional. This issue is distinguished from the issue of the constitutionality of the USDOT DBE Program as it pertains to procurement of federal funds for highway projects let by states, and the implementation of the Federal DBE Program by state DOTs. Therefore, the Supreme Court held it would not reach the merits of a challenge to federal laws relating to direct federal procurement.

Turning to the Tenth Circuit decision in *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000), the Tenth Circuit upheld in general the facial constitutionality of the Federal DBE Program. The court found that the federal government had a compelling interest in not perpetuating the effects of racial discrimination in its own distribution of federal funds and in remediating the effects of past discrimination in government contracting, and that the evidence supported the existence of past and present discrimination sufficient to justify the Federal DBE Program. The court also held that the Federal DBE Program is “narrowly tailored,” and therefore upheld the constitutionality of the Federal DBE Program.

It is significant to note that the court in determining the Federal DBE Program is “narrowly tailored” focused on the current regulations, 49 CFR Part 26, and in particular § 26.1(a), (b), and (f). The court pointed out that the federal regulations instruct recipients as follows:

[y]ou must meet the maximum feasible portion of your overall goal by using race-neutral means of facilitating DBE participation, 49 CFR § 26.51(a)(2000); see also 49 CFR § 26.51(f)(2000) (if a recipient can meet its overall goal through race-neutral means, it must implement its program without the use of race-conscious contracting measures), and enumerate a list of race-neutral measures, see 49 CFR § 26.51(b)(2000). The current regulations also outline several race-neutral means available to program recipients including assistance in overcoming bonding and financing obstacles, providing technical assistance, establishing programs to assist start-up firms, and other methods. See 49 CFR § 26.51(b). We therefore are dealing here with revisions that emphasize the continuing need to employ non-race-conscious methods even as the need for race-conscious remedies is recognized. 228 F.3d at 1178-1179.

In considering whether the Federal DBE Program is narrowly tailored, the court also addressed the argument made by the contractor that the program is over- and under-inclusive for several reasons,

including that Congress did not inquire into discrimination against each particular minority racial or ethnic group. The court held that insofar as the scope of inquiry suggested was a particular state's construction industry alone, this would be at odds with its holding regarding the compelling interest in Congress's power to enact nationwide legislation. *Id.* at 1185-1186. The court held that because of the "unreliability of racial and ethnic categories and the fact that discrimination commonly occurs based on much broader racial classifications," extrapolating findings of discrimination against the various ethnic groups "is more a question of nomenclature than of narrow tailoring." *Id.* The court found that the "Constitution does not erect a barrier to the government's effort to combat discrimination based on broad racial classifications that might prevent it from enumerating particular ethnic origins falling within such classifications." *Id.*

Finally, the Tenth Circuit did not specifically address a challenge to the letting of federally-funded construction contracts by state departments of transportation. The court pointed out that plaintiff Adarand "conceded that its challenge in the instant case is to 'the federal program, implemented by federal officials,' and not to the letting of federally-funded construction contracts by state agencies." 228 F.3d at 1187. The court held that it did not have before it a sufficient record to enable it to evaluate the separate question of Colorado DOT's implementation of race-conscious policies. *Id.* at 1187-1188.

Recent District Court Decisions

10. *Midwest Fence Corporation v. United States DOT and Federal Highway Administration, the Illinois DOT, the Illinois State Toll Highway Authority, et al.*, 84 F. Supp. 3d 705, 2015 WL 1396376 (N.D. Ill, 2015), affirmed, 840 F.3d 932 (7th Cir. 2016).¹⁵⁵

In *Midwest Fence Corporation v. USDOT, the FHWA, the Illinois DOT and the Illinois State Toll Highway Authority*, Case No. 1:10-3-CV-5627, United States District Court for the Northern District of Illinois, Eastern Division, Plaintiff Midwest Fence Corporation, which is a guardrail, bridge rail and fencing contractor owned and controlled by white males challenged the constitutionality and the application of the USDOT, Disadvantaged Business Enterprise ("DBE") Program. In addition, Midwest Fence similarly challenged the Illinois Department of Transportation's ("IDOT") implementation of the Federal DBE Program for federally-funded projects, IDOT's implementation of its own DBE Program for state-funded projects and the Illinois State Tollway Highway Authority's ("Tollway") separate DBE Program.

The federal district court in 2011 issued an Opinion and Order denying the Defendants' Motion to Dismiss for lack of standing, denying the Federal Defendants' Motion to Dismiss certain Counts of the Complaint as a matter of law, granting IDOT Defendants' Motion to Dismiss certain Counts and granting the Tollway Defendants' Motion to Dismiss certain Counts, but giving leave to Midwest to

¹⁵⁵ 49 CFR Part 26 (Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs ("Federal DBE Program"). See the Transportation Equity Act for the 21st Century (TEA-21) as amended and reauthorized ("MAP-21," "SAFETEA" and "SAFETEA-LU"), and the United States Department of Transportation ("USDOT" or "DOT") regulations promulgated to implement TEA-21 the Federal regulations known as Moving Ahead for Progress in the 21st Century Act ("MAP-21"), Pub L. 112-141, H.R. 4348, § 1101(b), July 6, 2012, 126 Stat 405.; preceded by Pub L. 109-59, Title I, § 1101(b), August 10, 2005, 119 Stat. 1156; preceded by Pub L. 105-178, Title I, § 1101(b), June 9, 1998, 112 Stat. 107.

replead subsequent to this Order. *Midwest Fence Corp. v. United States DOT, Illinois DOT, et al.*, 2011 WL 2551179 (N.D. Ill. June 27, 2011).

Midwest Fence in its Third Amended Complaint challenged the constitutionality of the Federal DBE Program on its face and as applied, and challenged the IDOT's implementation of the Federal DBE Program. Midwest Fence also sought a declaration that the USDOT regulations have not been properly authorized by Congress and a declaration that SAFETEA-LU is unconstitutional. Midwest Fence sought relief from the IDOT Defendants, including a declaration that state statutes authorizing IDOT's DBE Program for State-funded contracts are unconstitutional; a declaration that IDOT does not follow the USDOT regulations; a declaration that the IDOT DBE Program is unconstitutional and other relief against the IDOT. The remaining Counts sought relief against the Tollway Defendants, including that the Tollway's DBE Program is unconstitutional, and a request for punitive damages against the Tollway Defendants. The court in 2012 granted the Tollway Defendants' Motion to Dismiss Midwest Fence's request for punitive damages.

Equal protection framework, strict scrutiny and burden of proof. The court held that under a strict scrutiny analysis, the burden is on the government to show both a compelling interest and narrowly tailoring. 84 F. Supp. 3d at 720. The government must demonstrate a strong basis in evidence for its conclusion that remedial action is necessary. *Id.* Since the Supreme Court decision in *Croson*, numerous courts have recognized that disparity studies provide probative evidence of discrimination. *Id.* The court stated that an inference of discrimination may be made with empirical evidence that demonstrates a significant statistical disparity between the number of qualified minority contractors and the number of such contractors actually engaged by the locality or the locality's prime contractors. *Id.* The court said that anecdotal evidence may be used in combination with statistical evidence to establish a compelling governmental interest. *Id.*

In addition to providing "hard proof" to back its compelling interest, the court stated that the government must also show that the challenged program is narrowly tailored. *Id.* at 720. While narrow tailoring requires "serious, good faith consideration of workable race-neutral alternatives," the court said it does not require "exhaustion of every conceivable race-neutral alternative." *Id.*, citing *Grutter v. Bollinger*, 539 U.S. 306, 339 (2003); *Fischer v. Univ. of Texas at Austin*, 133 S.Ct. 2411, 2420 (2013).

Once the governmental entity has shown acceptable proof of a compelling interest in remedying past discrimination and illustrated that its plan is narrowly tailored to achieve this goal, the party challenging the affirmative action plan bears the ultimate burden of proving that the plan is unconstitutional. 84 F. Supp. 3d at 721. To successfully rebut the government's evidence, a challenger must introduce "credible, particularized evidence" of its own. *Id.*

This can be accomplished, according to the court, by providing a neutral explanation for the disparity between DBE utilization and availability, showing that the government's data is flawed, demonstrating that the observed disparities are statistically insignificant, or presenting contrasting statistical data. *Id.* Conjecture and unsupported criticisms of the government's methodology are insufficient. *Id.*

Standing. The court found that Midwest had standing to challenge the Federal DBE Program, IDOT's implementation of it, and the Tollway Program. *Id.* at 722. The court, however, did not find

that Midwest had presented any facts suggesting its inability to compete on an equal footing for the Target Market Program contracts. The Target Market Program identified a variety of remedial actions that IDOT was authorized to take in certain Districts, which included individual contract goals, DBE participation incentives, as well as set-asides. *Id.* at 722-723.

The court noted that Midwest did not identify any contracts that were subject to the Target Market Program, nor identify any set-asides that were in place in these districts that would have hindered its ability to compete for fencing and guardrails work. *Id.* at 723. Midwest did not allege that it would have bid on contracts set-aside pursuant to the Target Market Program had it not been prevented from doing so. *Id.* Because nothing in the record Midwest provided suggested that the Target Market Program impeded Midwest's ability to compete for work in these Districts, the court dismissed Midwest's claim relating to the Target Market Program for lack of standing. *Id.*

Facial challenge to the Federal DBE Program. The court found that remedying the effects of race and gender discrimination within the road construction industry is a compelling governmental interest. The court also found that the Federal Defendants have supported their compelling interest with a strong basis in evidence. *Id.* at 725. The Federal Defendants, the court said, presented an extensive body of testimony, reports, and studies that they claim provided the strong basis in evidence for their conclusion that race and gender-based classifications are necessary. *Id.* The court took judicial notice of the existence of Congressional hearings and reports and the collection of evidence presented to Congress in support of the Federal DBE Program's 2012 reauthorization under MAP-21, including both statistical and anecdotal evidence. *Id.*

The court also considered a report from a consultant who reviewed 95 disparity and availability studies concerning minority- and women-owned businesses, as well as anecdotal evidence, that were completed from 2000 to 2012. *Id.* at 726. Sixty-four of the studies had previously been presented to Congress. *Id.* The studies examine procurement for over 100 public entities and funding sources across 32 states. *Id.* The consultant's report opined that metrics such as firm revenue, number of employees, and bonding limits should not be considered when determining DBE availability because they are all "likely to be influenced by the presence of discrimination if it exists" and could potentially result in a built-in downward bias in the availability measure. *Id.*

To measure disparity, the consultant divided DBE utilization by availability and multiplied by 100 to calculate a "disparity index" for each study. *Id.* at 726. The report found 66 percent of the studies showed a disparity index of 80 or below, that is, significantly underutilized relative to their availability. *Id.* The report also examined data that showed lower earnings and business formation rates among women and minorities, even when variables such as age and education were held constant. *Id.* The report concluded that the disparities were not attributable to factors other than race and sex and were consistent with the presence of discrimination in construction and related professional services. *Id.*

The court distinguished the Federal Circuit decision in *Rothe Dev. Corp. v. Dep't. of Def.*, 545 F. 3d 1023 (Fed. Cir. 2008) where the Federal Circuit Court held insufficient the reliance on only six disparity studies to support the government's compelling interest in implementing a national program. *Id.* at 727, *citing Rothe*, 545 F. 3d at 1046. The court here noted the consultant report supplements the testimony and reports presented to Congress in support of the Federal DBE Program, which courts

have found to establish a “strong basis in evidence” to support the conclusion that race-and gender-conscious action is necessary. *Id.*

The court found through the evidence presented by the Federal Defendants satisfied their burden in showing that the Federal DBE Program stands on a strong basis in evidence. *Id.* at 727. The Midwest expert’s suggestion that the studies used in consultant’s report do not properly account for capacity, the court stated, does not compel the court to find otherwise. The court *quoting Adarand VII*, 228 F.3d at 1173 (10th Cir. 2000) said that general criticism of disparity studies, as opposed to particular evidence undermining the reliability of the particular disparity studies relied upon by the government, is of little persuasive value and does not compel the court to discount the disparity evidence. *Id.* Midwest failed to present “affirmative evidence” that no remedial action was necessary. *Id.*

Federal DBE Program is narrowly tailored. Once the government has established a compelling interest for implementing a race-conscious program, it must show that the program is narrowly tailored to achieve this interest. *Id.* at 727. In determining whether a program is narrowly tailored, courts examine several factors, including (a) the necessity for the relief and efficacy of alternative race-neutral measures, (b) the flexibility and duration of the relief, including the availability of waiver provisions, (c) the relationship of the numerical goals to the relevant labor market, and (d) the impact of the relief on the rights of third parties. *Id.* The court stated that courts may also assess whether a program is “overinclusive.” *Id.* at 728. The court found that each of the above factors supports the conclusion that the Federal DBE Program is narrowly tailored. *Id.*

First, the court said that under the federal regulations, recipients of federal funds can only turn to race- and gender-conscious measures after they have attempted to meet their DBE participation goal through race-neutral means. *Id.* at 728. The court noted that race-neutral means include making contracting opportunities more accessible to small businesses, providing assistance in obtaining bonding and financing, and offering technical and other support services. *Id.* The court found that the regulations require serious, good faith consideration of workable race-neutral alternatives. *Id.*

Second, the federal regulations contain provisions that limit the Federal DBE Program’s duration and ensure its flexibility. *Id.* at 728. The court found that the Federal DBE Program lasts only as long as its current authorizing act allows, noting that with each reauthorization, Congress must reevaluate the Federal DBE Program in light of supporting evidence. *Id.* The court also found that the Federal DBE Program affords recipients of federal funds and prime contractors substantial flexibility. *Id.* at 728. Recipients may apply for exemptions or waivers, releasing them from program requirements. *Id.* Prime contractors can apply to IDOT for a “good faith efforts waiver” on an individual contract goal. *Id.*

The court stated the availability of waivers is particularly important in establishing flexibility. *Id.* at 728. The court rejected Midwest’s argument that the federal regulations impose a quota in light of the Program’s explicit waiver provision. *Id.* Based on the availability of waivers, coupled with regular congressional review, the court found that the Federal DBE Program is sufficiently limited and flexible. *Id.*

Third, the court said that the Federal DBE Program employs a two-step goal-setting process that ties DBE participation goals by recipients of federal funds to local market conditions. *Id.* at 728. The court pointed out that the regulations delegate goal setting to recipients of federal funds who tailor

DBE participation to local DBE availability. *Id.* The court found that the Federal DBE Program's goal-setting process requires states to focus on establishing realistic goals for DBE participation that are closely tied to the relevant labor market. *Id.*

Fourth, the federal regulations, according to the court, contain provisions that seek to minimize the Program's burden on non-DBEs. *Id.* at 729. The court pointed out the following provisions aim to keep the burden on non-DBEs minimal: the Federal DBE Program's presumption of social and economic disadvantage is rebuttable; race is not a determinative factor; in the event DBEs become "overconcentrated" in a particular area of contract work, recipients must take appropriate measures to address the overconcentration; the use of race-neutral measures; and the availability of good faith efforts waivers. *Id.*

The court said Midwest's primary argument is that the practice of states to award prime contracts to the lowest bidder, and the fact the federal regulations prescribe that DBE participation goals be applied to the value of the entire contract, unduly burdens non-DBE subcontractors. *Id.* at 729. Midwest argued that because most DBEs are small subcontractors, setting goals as a percentage of all contract dollars, while requiring a remedy to come only from subcontracting dollars, unduly burdens smaller, specialized non-DBEs. *Id.* The court found that the fact innocent parties may bear some of the burden of a DBE program is itself insufficient to warrant the conclusion that a program is not narrowly tailored. *Id.* The court also found that strong policy reasons support the Federal DBE Program's approach. *Id.*

The court stated that congressional testimony and the expert report from the Federal Defendants provide evidence that the Federal DBE Program is not overly inclusive. *Id.* at 729. The court noted the report observed statistically significant disparities in business formation and earnings rates in all 50 states for all minority groups and for non-minority women. *Id.*

The court said that Midwest did not attempt to rebut the Federal Defendants' evidence. *Id.* at 729. Therefore, because the Federal DBE Program stands on a strong basis in evidence and is narrowly tailored to achieve the goal of remedying discrimination, the court found the Program is constitutional on its face. *Id.* at 729. The court thus granted summary judgment in favor of the Federal Defendants. *Id.*

As-applied challenge to IDOT's implementation of the Federal DBE Program. In addition to challenging the Federal DBE Program on its face, Midwest also argued that it is unconstitutional as applied. *Id.* at 730. The court stated because the Federal DBE Program is applied to Midwest through IDOT, the court must examine IDOT's implementation of the Federal DBE Program. *Id.* Following the Seventh Circuit's decision in *Northern Contracting v. Illinois DOT*, the court said that whether the Federal DBE Program is unconstitutional as applied is a question of whether IDOT exceeded its authority in implementing it. *Id.* at 730, citing *Northern Contracting, Inc. v. Illinois*, 473 F.3d 715 at 722 (7th Cir. 2007). The court, quoting *Northern Contracting*, held that a challenge to a state's application of a federally mandated program must be limited to the question of whether the state exceeded its authority. *Id.*

IDOT not only applies the Federal DBE Program to USDOT-assisted projects, but it also applies the Federal DBE Program to state-funded projects. *Id.* at 730. The court, therefore, held it must

determine whether the IDOT Defendants have established a compelling reason to apply the IDOT Program to state-funded projects in Illinois. *Id.*

The court pointed out that the Federal DBE Program delegates the narrow tailoring function to the state, and thus, IDOT must demonstrate that there is a demonstrable need for the implementation of the Federal DBE Program within its jurisdiction. *Id.* at 730. Accordingly, the court assessed whether IDOT has established evidence of discrimination in Illinois sufficient to (1) support its application of the Federal DBE Program to state-funded contracts, and (2) demonstrate that IDOT's implementation of the Federal DBE Program is limited to a place where race-based measures are demonstrably needed. *Id.*

IDOT's evidence of discrimination and DBE availability in Illinois. The evidence that IDOT has presented to establish the existence of discrimination in Illinois included two studies, one that was done in 2004 and the other in 2011. *Id.* at 730. The court said that the 2004 study uncovered disparities in earnings and business formation rates among women and minorities in the construction and engineering fields that the study concluded were consistent with discrimination. IDOT maintained that the 2004 study and the 2011 study must be read in conjunction with one another. *Id.* The court found that the 2011 study provided evidence to establish the disparity from which IDOT's inference of discrimination primarily arises. *Id.*

The 2011 study compared the proportion of contracting dollars awarded to DBEs (utilization) with the availability of DBEs. *Id.* at 730. The study determined availability through multiple sources, including bidders lists, prequalified business lists, and other methods recommended in the federal regulations. *Id.* The study applied NAICS codes to different types of contract work, assigning greater weight to categories of work in which IDOT had expended the most money. *Id.* at 731. This resulted in a "weighted" DBE availability calculation. *Id.*

The 2011 study examined prime and subcontracts and anecdotal evidence concerning race and gender discrimination in the Illinois road construction industry, including one-on-one interviews and a survey of more than 5,000 contractors. *Id.* at 731. The 2011 study, the court said, contained a regression analysis of private sector data and found disparities in earnings and business ownership rates among minorities and women, even when controlling for race- and gender-neutral variables. *Id.*

The study concluded that there was a statistically significant underutilization of DBEs in the award of both prime and subcontracts in Illinois. *Id.* at 731. For example, the court noted the difference the study found in the percentage of available prime construction contractors to the percentage of prime construction contracts under \$500,000, and the percentage of available construction subcontractors to the amount of percentage of dollars received of construction subcontracts. *Id.*

IDOT presented certain evidence to measure DBE availability in Illinois. The court pointed out that the 2004 study and two subsequent Goal-Setting Reports were used in establishing IDOT's DBE participation goal. *Id.* at 731. The 2004 study arrived at IDOT's 22.77 percent DBE participation goal in accordance with the two-step process defined in the federal regulations. *Id.* The court stated the 2004 study employed a seven-step "custom census" approach to calculate baseline DBE availability under step one of the regulations. *Id.*

The process begins by identifying the relevant markets in which IDOT operates and the categories of businesses that account for the bulk of IDOT spending. *Id.* at 731. The industries and counties in which IDOT expends relatively more contract dollars receive proportionately higher weights in the ultimate calculation of statewide DBE availability. *Id.* The study then counts the number of businesses in the relevant markets, and identifies which are minority- and women-owned. *Id.* To ensure the accuracy of this information, the study provides that it takes additional steps to verify the ownership status of each business. *Id.* Under step two of the regulations, the study adjusted this figure to 27.51 percent based on Census Bureau data. *Id.* According to the study, the adjustment takes into account its conclusion that baseline numbers are artificially lower than what would be expected in a race-neutral marketplace. *Id.*

IDOT used separate Goal-Setting Reports that calculated IDOT's DBE participation goal pursuant to the two-step process in the federal regulations, drawing from bidders lists, DBE directories, and the 2011 study to calculate baseline DBE availability. *Id.* at 731. The study and the Goal-Setting Reports gave greater weight to the types of contract work in which IDOT had expended relatively more money. *Id.* at 732.

Court rejected Midwest arguments as to the data and evidence. The court rejected the challenges by Midwest to the accuracy of IDOT's data. For example, Midwest argued that the anecdotal evidence contained in the 2011 study does not prove discrimination. *Id.* at 732. The court stated, however, where anecdotal evidence has been offered in conjunction with statistical evidence, it may lend support to the government's determination that remedial action is necessary. *Id.* The court noted that anecdotal evidence on its own could not be used to show a general policy of discrimination. *Id.*

The court rejected another argument by Midwest that the data collected after IDOT's implementation of the Federal DBE Program may be biased because anything observed about the public sector may be affected by the DBE Program. *Id.* at 732. The court rejected that argument finding post-enactment evidence of discrimination permissible. *Id.*

Midwest's main objection to the IDOT evidence, according to the court, is that it failed to account for capacity when measuring DBE availability and underutilization. *Id.* at 732. Midwest argued that IDOT's disparity studies failed to rule out capacity as a possible explanation for the observed disparities. *Id.*

IDOT argued that on prime contracts under \$500,000, capacity is a variable that makes little difference. *Id.* at 732-733. Prime contracts of varying sizes under \$500,000 were distributed to DBEs and non-DBEs alike at approximately the same rate. *Id.* at 733. IDOT also argued that through regression analysis, the 2011 study demonstrated factors other than discrimination did not account for the disparity between DBE utilization and availability. *Id.*

The court stated that despite Midwest's argument that the 2011 study took insufficient measures to rule out capacity as a race-neutral explanation for the underutilization of DBEs, the Supreme Court has indicated that a regression analysis need not take into account "all measurable variables" to rule out race-neutral explanations for observed disparities. *Id.* at 733, quoting *Bazemore v. Friday*, 478 U.S. 385, 400 (1986).

Midwest criticisms insufficient, speculative and conjecture – no independent statistical analysis; IDOT followed Northern Contracting and did not exceed the federal regulations. The court found Midwest’s criticisms insufficient to rebut IDOT’s evidence of discrimination or discredit IDOT’s methods of calculating DBE availability. *Id.* at 733. First, the court said, the “evidence” offered by Midwest’s expert reports “is speculative at best.” *Id.* The court found that for a reasonable jury to find in favor of Midwest, Midwest would have to come forward with “credible, particularized evidence” of its own, such as a neutral explanation for the disparity, or contrasting statistical data. *Id.* The court held that Midwest failed to make the showing in this case. *Id.*

Second, the court stated that IDOT’s method of calculating DBE availability is consistent with the federal regulations and has been endorsed by the Seventh Circuit. *Id.* at 733. The federal regulations, the court said, approve a variety of methods for accurately measuring ready, willing, and available DBEs, such as the use of DBE directories, Census Bureau data, and bidders lists. *Id.* The court found that these are the methods the 2011 study adopted in calculating DBE availability. *Id.*

The court said that the Seventh Circuit Court of Appeals approved the “custom census” approach as consistent with the federal regulations. *Id.* at 733, *citing to Northern Contracting v. Illinois DOT*, 473 F.3d at 723. The court noted the Seventh Circuit rejected the argument that availability should be based on a simple count of registered and prequalified DBEs under Illinois law, finding no requirement in the federal regulations that a recipient must so narrowly define the scope of ready, willing, and available firms. *Id.* The court also rejected the notion that an availability measure should distinguish between prime and subcontractors. *Id.* at 733-734.

The court held that through the 2004 and 2011 studies, and Goal–Setting Reports, IDOT provided evidence of discrimination in the Illinois road construction industry and a method of DBE availability calculation that is consistent with both the federal regulations and the Seventh Circuit decision in *Northern Contract v. Illinois DOT*. *Id.* at 734. The court said that in response to the Seventh Circuit decision and IDOT’s evidence, Midwest offered only conjecture about how these studies supposed failure to account for capacity may or may not have impacted the studies’ result. *Id.*

The court pointed out that although Midwest’s expert’s reports “cast doubt on the validity of IDOT’s methodology, they failed to provide any independent statistical analysis or other evidence demonstrating actual bias.” *Id.* at 734. Without this showing, the court stated, the record fails to demonstrate a lack of evidence of discrimination or actual flaws in IDOT’s availability calculations. *Id.*

Burden on non–DBE subcontractors; overconcentration. The court addressed the narrow tailoring factor concerning whether a program’s burden on third parties is undue or unreasonable. The parties disagreed about whether the IDOT program resulted in an overconcentration of DBEs in the fencing and guardrail industry. *Id.* at 734-735. IDOT prepared an overconcentration study comparing the total number of prequalified fencing and guardrail contractors to the number of DBEs that also perform that type of work and determined that no overconcentration problem existed. Midwest presented its evidence relating to overconcentration. *Id.* at 735. The court found that Midwest did not show IDOT’s determination that overconcentration does not exist among fencing and guardrail contractors to be unreasonable. *Id.* at 735.

The court stated the fact IDOT sets contract goals as a percentage of total contract dollars does not demonstrate that IDOT imposes an undue burden on non-DBE subcontractors, but to the contrary, IDOT is acting within the scope of the federal regulations that requires goals to be set in this manner. *Id.* at 735. The court noted that it recognizes setting goals as a percentage of total contract value addresses the widespread, indirect effects of discrimination that may prevent DBEs from competing as primes in the first place, and that a sharing of the burden by innocent parties, here non-DBE subcontractors, is permissible. *Id.* The court held that IDOT carried its burden in providing persuasive evidence of discrimination in Illinois, and found that such sharing of the burden is permissible here. *Id.*

Use of race-neutral alternatives. The court found that IDOT identified several race-neutral programs it used to increase DBE participation, including its Supportive Services, Mentor-Protégé, and Model Contractor Programs. *Id.* at 735. The programs provide workshops and training that help small businesses build bonding capacity, gain access to financial and project management resources, and learn about specific procurement opportunities. *Id.* IDOT conducted several studies including zero-participation goals contracts in which there was no DBE participation goal, and found that DBEs received only 0.84 percent of the total dollar value awarded. *Id.*

The court held IDOT was compliant with the federal regulations, noting that in the *Northern Contracting v. Illinois DOT* case, the Seventh Circuit found IDOT employed almost all of the methods suggested in the regulations to maximize DBE participation without resorting to race, including providing assistance in obtaining bonding and financing, implementing a supportive services program, and providing technical assistance. *Id.* at 735. The court agreed with the Seventh Circuit, and found that IDOT has made serious, good faith consideration of workable race-neutral alternatives. *Id.*

Duration and flexibility. The court pointed out that the state statute through which the Federal DBE Program is implemented is limited in duration and must be reauthorized every two to five years. *Id.* at 736. The court reviewed evidence that IDOT granted 270 of the 362 good faith waiver requests that it received from 2006 to 2014, and that IDOT granted 1,002 post-award waivers on over \$36 million in contracting dollars. *Id.* The court noted that IDOT granted the only good faith efforts waiver that Midwest requested. *Id.*

The court held the undisputed facts established that IDOT did not have a “no-waiver policy.” *Id.* at 736. The court found that it could not conclude that the waiver provisions were impermissibly vague, and that IDOT took into consideration the substantial guidance provided in the federal regulations. *Id.* at 736-737. Because Midwest’s own experience demonstrated the flexibility of the Federal DBE Program in practice, the court said it could not conclude that the IDOT program amounts to an impermissible quota system that is unconstitutional on its face. *Id.* at 737.

The court again stated that Midwest had not presented any affirmative evidence showing that IDOT’s implementation of the Federal DBE Program imposes an undue burden on non-DBEs, fails to employ race-neutral measures, or lacks flexibility. *Id.* at 737. Accordingly, the court granted IDOT’s motion for summary judgment.

Facial and as-applied challenges to the Tollway program. The Illinois Tollway Program exists independently of the Federal DBE Program. Midwest challenged the Tollway Program as

unconstitutional on its face and as applied. *Id.* at 737. Like the Federal and IDOT Defendants, the Tollway was required to show that its compelling interest in remedying discrimination in the Illinois road construction industry rests on a strong basis in evidence. *Id.* The Tollway relied on a 2006 disparity study, which examined the disparity between the Tollway’s utilization of DBEs and their availability. *Id.*

The study employed a “custom census” approach to calculate DBE availability, and examined the Tollway’s contract data to determine utilization. *Id.* at 737.. The 2006 study reported statistically significant disparities for all race and sex categories examined. *Id.* The study also conducted an “economy-wide analysis” examining other race and sex disparities in the wider construction economy from 1979 to 2002. *Id.* Controlling for race- and gender-neutral variables, the study showed a significant negative correlation between a person’s race or sex and their earning power and ability to form a business. *Id.*

Midwest’s challenges to the Tollway evidence insufficient and speculative. In 2013, the Tollway commissioned a new study, which the court noted was not complete, but there was an “economy-wide analysis” similar to the analysis done in 2006 that updated census data gathered from 2007 to 2011. *Id.* at 737-738. The updated census analysis, according to the court, controlled for variables such as education, age and occupation and found lower earnings and rates of business formation among women and minorities as compared to white men. *Id.* at 738.

Midwest attacked the Tollway’s 2006 study similar to how it attacked the other studies with regard to IDOT’s DBE Program. *Id.* at 738. For example, Midwest attacked the 2006 study as being biased because it failed to take into account capacity in determining the disparities. *Id.* The Tollway defended the 2006 study arguing that capacity metrics should not be taken into account because the Tollway asserted they are themselves a product of indirect discrimination, the construction industry is elastic in nature, and that firms can easily ramp up or ratchet down to accommodate the size of a project. *Id.* The Tollway also argued that the “economy-wide analysis” revealed a negative correlation between an individual’s race and sex and their earning power and ability to own or form a business, showing that the underutilization of DBEs is consistent with discrimination. *Id.* at 738.

To successfully rebut the Tollway’s evidence of discrimination, the court stated that Midwest must come forward with a neutral explanation for the disparity, show that the Tollway’s statistics are flawed, demonstrate that the observed disparities are insignificant, or present contrasting data of its own. *Id.* at 738-739. Again, the court found that Midwest failed to make this showing, and that the evidence offered through the expert reports for Midwest was far too speculative to create a disputed issue of fact suitable for trial. *Id.* at 739. Accordingly, the court found the Tollway Defendants established a strong basis in evidence for the Tollway Program. *Id.*

Tollway Program is narrowly tailored. As to determining whether the Tollway Program is narrowly tailored, Midwest also argued that the Tollway Program imposed an undue burden on non-DBE subcontractors. Like IDOT, the Tollway sets individual contract goals as a percentage of the value of the entire contract based on the availability of DBEs to perform particular line items. *Id.* at 739.

The court reiterated that setting goals as a percentage of total contract dollars does not demonstrate an undue burden on non-DBE subcontractors, and that the Tollway’s method of goal setting is identical to that prescribed by the federal regulations, which the court already found to be supported

by strong policy reasons. *Id.* at 739. The court stated that the sharing of a remedial program's burden is itself insufficient to warrant the conclusion that the program is not narrowly tailored. *Id.* at 739. The court held the Tollway Program's burden on non-DBE subcontractors to be permissible. *Id.*

In addressing the efficacy of race-neutral measures, the court found the Tollway implemented race-neutral programs to increase DBE participation, including a program that allows smaller contracts to be unbundled from larger ones, a Small Business Initiative that sets aside contracts for small businesses on a race-neutral basis, partnerships with agencies that provide support services to small businesses, and other programs designed to make it easier for smaller contractors to do business with the Tollway in general. *Id.* at 739-740. The court held the Tollway's race-neutral measures are consistent with those suggested under the federal regulations and found that the availability of these programs, which mirror IDOT's, demonstrates serious, good faith consideration of workable race-neutral alternatives. *Id.* at 740.

In considering the issue of flexibility, the court found the Tollway Program, like the Federal DBE Program, provides for waivers where prime contractors are unable to meet DBE participation goals, but have made good faith efforts to do so. *Id.* at 740. Like IDOT, the court said the Tollway adheres to the federal regulations in determining whether a bidder has made good faith efforts. *Id.* As under the Federal DBE Program, the Tollway Program also allows bidders who have been denied waivers to appeal. *Id.*

From 2006 to 2011, the court stated, the Tollway granted waivers on approximately 20 percent of the 200 prime construction contracts it awarded. *Id.* at 740. Because the Tollway demonstrated that waivers are available, routinely granted, and awarded or denied based on guidance found in the federal regulations, the court found the Tollway Program sufficiently flexible. *Id.*

Midwest presented no affirmative evidence. The court held the Tollway Defendants provided a strong basis in evidence for their DBE Program, whereas Midwest, did not come forward with any concrete, affirmative evidence to shake this foundation. *Id.* at 740. The court thus held the Tollway Program was narrowly tailored and granted the Tollway Defendants' motion for summary judgment. *Id.*

11. *Geyer Signal, Inc. v. Minnesota, DOT, 2014 WL 1309092 (D. Minn. March 31, 2014)*

In *Geyer Signal, Inc., et al. v. Minnesota DOT, USDOT, Federal Highway Administration, et al.*, Case No. 11-CV-321, United States District Court for the District Court of Minnesota, the plaintiffs Geyer Signal, Inc. and its owner filed this lawsuit against the Minnesota DOT (MnDOT) seeking a permanent injunction against enforcement and a declaration of unconstitutionality of the Federal DBE Program and Minnesota DOT's implementation of the DBE Program on its face and as applied. Geyer Signal sought an injunction against the Minnesota DOT prohibiting it from enforcing the DBE Program or, alternatively, from implementing the Program improperly; a declaratory judgment declaring that the DBE Program violates the Equal protection element of the Fifth Amendment of the United States Constitution and/or the Equal Protection clause of the Fourteenth Amendment to the United States Constitution and is unconstitutional, or, in the alternative that Minnesota DOT's implementation of the Program is an unconstitutional violation of the Equal Protection Clause, and/or that the Program is void for vagueness; and other relief.

Procedural background. Plaintiff Geyer Signal is a small, family-owned business that performs traffic control work generally on road construction projects. Geyer Signal is a firm owned by a Caucasian male, who also is a named plaintiff.

Subsequent to the lawsuit filed by Geyer Signal, the USDOT and the Federal Highway Administration filed their Motion to permit them to intervene as defendants in this case. The Federal Defendant-Intervenors requested intervention on the case in order to defend the constitutionality of the Federal DBE Program and the federal regulations at issue. The Federal Defendant-Intervenors and the plaintiffs filed a Stipulation that the Federal Defendant-Intervenors have the right to intervene and should be permitted to intervene in the matter, and consequently the plaintiffs did not contest the Federal Defendant-Intervenor's Motion for Intervention. The Court issued an Order that the Stipulation of Intervention, agreeing that the Federal Defendant-Intervenors may intervene in this lawsuit, be approved and that the Federal Defendant-Intervenors are permitted to intervene in this case.

The Federal Defendants moved for summary judgment and the State defendants moved to dismiss, or in the alternative for summary judgment, arguing that the DBE Program on its face and as implemented by MnDOT is constitutional. The Court concluded that the plaintiffs, Geyer Signal and its white male owner, Kevin Kissner, raised no genuine issue of material fact with respect to the constitutionality of the DBE Program facially or as applied. Therefore, the Court granted the Federal Defendants and the State defendants' motions for summary judgment in their entirety.

Plaintiffs alleged that there is insufficient evidence of a compelling governmental interest to support a race based program for DBE use in the fields of traffic control or landscaping. (2014 WL 1309092 at *10) Additionally, plaintiffs alleged that the DBE Program is not narrowly tailored because it (1) treats the construction industry as monolithic, leading to an overconcentration of DBE participation in the areas of traffic signal and landscaping work; (2) allows recipients to set contract goals; and (3) sets goals based on the number of DBEs there are, not the amount of work those DBEs can actually perform. *Id.* *10. Plaintiffs also alleged that the DBE Program is unconstitutionally vague because it allows prime contractors to use bids from DBEs that are higher than the bids of non-DBEs, provided the increase in price is not unreasonable, without defining what increased costs are "reasonable." *Id.*

Constitutional claims. The Court states that the "heart of plaintiffs' claims is that the DBE Program and MnDOT's implementation of it are unconstitutional because the impact of curing discrimination in the construction industry is overconcentrated in particular sub-categories of work." *Id.* at *11. The Court noted that because DBEs are, by definition, small businesses, plaintiffs contend they "simply cannot perform the vast majority of the types of work required for federally-funded MnDOT projects because they lack the financial resources and equipment necessary to conduct such work. *Id.*

As a result, plaintiffs claimed that DBEs only compete in certain small areas of MnDOT work, such as traffic control, trucking, and supply, but the DBE goals that prime contractors must meet are spread out over the entire contract. *Id.* Plaintiffs asserted that prime contractors are forced to disproportionately use DBEs in those small areas of work, and that non-DBEs in those areas of work are forced to bear the entire burden of "correcting discrimination", while the vast majority of non-DBEs in MnDOT contracting have essentially no DBE competition. *Id.*

Plaintiffs therefore argued that the DBE Program is not narrowly tailored because it means that any DBE goals are only being met through a few areas of work on construction projects, which burden non-DBEs in those sectors and do not alleviate any problems in other sectors. *Id.* at #11.

Plaintiffs brought two facial challenges to the Federal DBE Program. *Id.* Plaintiffs allege that the DBE Program is facially unconstitutional because it is “fatally prone to overconcentration” where DBE goals are met disproportionately in areas of work that require little overhead and capital. *Id.* at 11. Second, plaintiffs alleged that the DBE Program is unconstitutionally vague because it requires prime contractors to accept DBE bids even if the DBE bids are higher than those from non-DBEs, provided the increased cost is “reasonable” without defining a reasonable increase in cost. *Id.*

Plaintiffs also brought three as-applied challenges based on MnDOT’s implementation of the DBE Program. *Id.* at 12. First, plaintiffs contended that MnDOT has unconstitutionally applied the DBE Program to its contracting because there is no evidence of discrimination against DBEs in government contracting in Minnesota. *Id.* Second, they contended that MnDOT has set impermissibly high goals for DBE participation. Finally, plaintiffs argued that to the extent the DBE Federal Program allows MnDOT to correct for overconcentration, it has failed to do so, rendering its implementation of the Program unconstitutional. *Id.*

A. Strict scrutiny. It is undisputed that strict scrutiny applied to the Court’s evaluation of the Federal DBE Program, whether the challenge is facial or as - applied. *Id.* at *12. Under strict scrutiny, a “statute’s race-based measures ‘are constitutional only if they are narrowly tailored to further compelling governmental interests.’” *Id.* at *12, quoting *Grutter v. Bollinger*, 539 U.S. 306, 326 (2003).

The Court notes that the DBE Program also contains a gender conscious provision, a classification the Court says that would be subject to intermediate scrutiny. *Id.* at *12, at n.4. Because race is also used by the Federal DBE Program, however, the Program must ultimately meet strict scrutiny, and the Court therefore analyzes the entire Program for its compliance with strict scrutiny. *Id.*

B. Facial challenge based on overconcentration. The Court says that in order to prevail on a facial challenge, the plaintiff must establish that no set of circumstances exist under which the Federal DBE Program would be valid. *Id.* at *12. The Court states that plaintiffs bear the ultimate burden to prove that the DBE Program is unconstitutional. *Id.* at *.

1. Compelling governmental interest. The Court points out that the Eighth Circuit Court of Appeals has already held the federal government has a compelling interest in not perpetuating the effects of racial discrimination in its own distribution of federal funds and in remediating the effects of past discrimination in the government contracting markets created by its disbursements. *Id.* *13, quoting *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147, 1165 (10th Cir. 2000). The plaintiffs did not dispute that remedying discrimination in federal transportation contracting is a compelling governmental interest. *Id.* at *13. In accessing the evidence offered in support of a finding of discrimination, the Court concluded that defendants have articulated a compelling interest underlying enactment of the DBE Program. *Id.*

Second, the Court states that the government must demonstrate a strong basis in the evidence supporting its conclusion that race-based remedial action was necessary to further the compelling interest. *Id.* at *13. In assessing the evidence offered in support of a finding of discrimination, the

Court considers both direct and circumstantial evidence, including post-enactment evidence introduced by defendants as well as the evidence in the legislative history itself. *Id.* The party challenging the constitutionality of the DBE Program bears the burden of demonstrating that the government's evidence did not support an inference of prior discrimination. *Id.*

Congressional evidence of discrimination: disparity studies and barriers. Plaintiffs argued that the evidence relied upon by Congress in reauthorizing the DBE Program is insufficient and generally critique the reports, studies, and evidence from the Congressional record produced by the Federal Defendants. *Id.* at *13. But, the Court found that plaintiffs did not raise any specific issues with respect to the Federal Defendants' proffered evidence of discrimination. *Id.* *14. Plaintiffs had argued that no party could ever afford to retain an expert to analyze the numerous studies submitted as evidence by the Federal Defendants and find all of the flaws. *Id.* *14. Federal Defendants had proffered disparity studies from throughout the United States over a period of years in support of the Federal DBE Program. *Id.* at *14. Based on these studies, the Federal Defendants' consultant concluded that minorities and women formed businesses at disproportionately lower rates and their businesses earn statistically less than businesses owned by men or non-minorities. *Id.* at *6.

The Federal Defendants' consultant also described studies supporting the conclusion that there is credit discrimination against minority- and women-owned businesses, concluded that there is a consistent and statistically significant underutilization of minority- and women-owned businesses in public contracting, and specifically found that discrimination existed in MnDOT contracting when no race-conscious efforts were utilized. *Id.* *6. The Court notes that Congress had considered a plethora of evidence documenting the continued presence of discrimination in transportation projects utilizing Federal dollars. *Id.* at *5.

The Court concluded that neither of the plaintiffs' contentions established that Congress lacked a substantial basis in the evidence to support its conclusion that race-based remedial action was necessary to address discrimination in public construction contracting. *Id.* at *14. The Court rejected plaintiffs' argument that because Congress found multiple forms of discrimination against minority- and women-owned business, that evidence showed Congress failed to also find that such businesses specifically face discrimination in public contracting, or that such discrimination is not relevant to the effect that discrimination has on public contracting. *Id.*

The Court referenced the decision in *Adarand Constructors, Inc.* 228 F.3d at 1175-1176. In *Adarand*, the Court found evidence relevant to Congressional enactment of the DBE Program to include that both race-based barriers to entry and the ongoing race-based impediments to success faced by minority subcontracting enterprises are caused either by continuing discrimination or the lingering effects of past discrimination on the relevant market. *Id.* at *14.

The Court, citing again with approval the decision in *Adarand Constructors, Inc.*, found the evidence presented by the federal government demonstrates the existence of two kinds of discriminatory barriers to minority subcontracting enterprises, both of which show a strong link between racial disparities in the federal government's disbursements of public funds for construction contracts and the channeling of those funds due to private discrimination. *Id.* at *14, quoting, *Adarand Constructors, Inc.* 228 F.3d at 1167-68. The first discriminatory barriers are to the formation of qualified minority subcontracting enterprises due to private discrimination. *Id.* The second discriminatory barriers are to fair competition between minority and non-minority subcontracting enterprises, again due to private

discrimination. *Id.* Both kinds of discriminatory barriers preclude existing minority firms from effectively competing for public construction contracts. *Id.*

Accordingly, the Court found that Congress' consideration of discriminatory barriers to entry for DBEs as well as discrimination in existing public contracting establish a strong basis in the evidence for reauthorization of the Federal DBE Program. *Id.* at *14.

Court rejects Plaintiffs' general critique of evidence as failing to meet their burden of proof. The Court held that plaintiffs' general critique of the methodology of the studies relied upon by the Federal Defendants is similarly insufficient to demonstrate that Congress lacked a substantial basis in the evidence. *Id.* at *14. The Court stated that the Eighth Circuit Court of Appeals has already rejected plaintiffs' argument that Congress was required to find specific evidence of discrimination in Minnesota in order to enact the national Program. *Id.* at *14.

Finally, the Court pointed out that plaintiffs have failed to present affirmative evidence that no remedial action was necessary because minority-owned small businesses enjoy non-discriminatory access to and participation in highway contracts. *Id.* at *15. Thus, the Court concluded that plaintiffs failed to meet their ultimate burden to prove that the Federal DBE Program is unconstitutional on this ground. *Id.* at *15, quoting *Sherbrooke Turf, Inc.*, 345 F.3d at 971–73.

Therefore, the Court held that plaintiffs did not meet their burden of raising a genuine issue of material fact as to whether the government met its evidentiary burden in reauthorizing the DBE Federal Program, and granted summary judgment in favor of the Federal Defendants with respect to the government's compelling interest. *Id.* at *15.

2. Narrowly tailored. The Court states that several factors are examined in determining whether race-conscious remedies are narrowly tailored, and that numerous Federal Courts have already concluded that the DBE Federal Program is narrowly tailored. *Id.* at *15. Plaintiffs in this case did not dispute the various aspects of the Federal DBE Program that courts have previously found to demonstrate narrowly tailoring. *Id.* Instead, plaintiffs argue only that the Federal DBE Program is not narrowly tailored on its face because of overconcentration.

Overconcentration. Plaintiffs argued that if the recipients of federal funds use overall industry participation of minorities to set goals, yet limit actual DBE participation to only defined small businesses that are limited in the work they can perform, there is no way to avoid overconcentration of DBE participation in a few, limited areas of MnDOT work. *Id.* at *15. Plaintiffs asserted that small businesses cannot perform most of the types of work needed or necessary for large highway projects, and if they had the capital to do it, they would not be small businesses. *Id.* at *16. Therefore, plaintiffs argued the DBE Program will always be overconcentrated. *Id.*

The Court states that in order for plaintiffs to prevail on this facial challenge, plaintiffs must establish that the overconcentration it identifies is unconstitutional, and that there are no circumstances under which the Federal DBE Program could be operated without overconcentration. *Id.* The Court concludes that plaintiffs' claim fails on the basis that there are circumstances under which the Federal DBE Program could be operated without overconcentration. *Id.*

First, the Court found that plaintiffs fail to establish that the DBE Program goals will always be fulfilled in a manner that creates overconcentration, because they misapprehend the nature of the goal setting mandated by the DBE Program. *Id.* at *16. The Court states that recipients set goals for DBE participation based on evidence of the availability of ready, willing and able DBEs to participate on DOT-assisted contracts. *Id.* The DBE Program, according to the Court, necessarily takes into account, when determining goals, that there are certain types of work that DBEs may never be able to perform because of the capital requirements. *Id.* In other words, if there is a type of work that no DBE can perform, there will be no demonstrable evidence of the availability of ready, willing and able DBEs in that type of work, and those non-existent DBEs will not be factored into the level of DBE participation that a locality would expect absent the effects of discrimination. *Id.*

Second, the Court found that even if the DBE Program could have the incidental effect of overconcentration in particular areas, the DBE Program facially provides ample mechanisms for a recipient of federal funds to address such a problem. *Id.* at *16. The Court notes that a recipient retains substantial flexibility in setting individual contract goals and specifically may consider the type of work involved, the location of the work, and the availability of DBEs for the work of the particular contract. *Id.* If overconcentration presents itself as a problem, the Court points out that a recipient can alter contract goals to focus less on contracts that require work in an already overconcentrated area and instead involve other types of work where overconcentration of DBEs is not present. *Id.*

The federal regulations also require contractors to engage in good faith efforts that require breaking out the contract work items into economically feasible units to facilitate DBE participation. *Id.* Therefore, the Court found, the regulations anticipate the possible issue identified by plaintiffs and require prime contractors to subdivide projects that would otherwise typically require more capital or equipment than a single DBE can acquire. *Id.* Also, the Court, states that recipients may obtain waivers of the DBE Program's provisions pertaining to overall goals, contract goals, or good faith efforts, if, for example, local conditions of overconcentration threaten operation of the DBE Program. *Id.*

The Court also rejects plaintiffs claim that 49 CFR § 26.45(h), which provides that recipients are not allowed to subdivide their annual goals into “group-specific goals”, but rather must provide for participation by all certified DBEs, as evidence that the DBE Program leads to overconcentration. *Id.* at *16. The Court notes that other courts have interpreted this provision to mean that recipients cannot apportion its DBE goal among different minority groups, and therefore the provision does not appear to prohibit recipients from identifying particular overconcentrated areas and remedying overconcentration in those areas. *Id.* at *16. And, even if the provision operated as plaintiffs suggested, that provision is subject to waiver and does not affect a recipient's ability to tailor specific contract goals to combat overconcentration. *Id.* at *16, n. 5.

The Court states with respect to overconcentration specifically, the federal regulations provide that recipients may use incentives, technical assistance, business development programs, mentor-protégé programs, and other appropriate measures designed to assist DBEs in performing work outside of the specific field in which the recipient has determined that non-DBEs are unduly burdened. *Id.* at *17. All of these measures could be used by recipients to shift DBEs from areas in which they are overconcentrated to other areas of work. *Id.* at *17.

Therefore, the Court held that because the DBE Program provides numerous avenues for recipients of federal funds to combat overconcentration, the Court concluded that plaintiffs' facial challenge to the Program fails, and granted the Federal Defendants' motion for summary judgment. *Id.*

C. Facial challenged based on vagueness. The Court held that plaintiffs could not maintain a facial challenge against the Federal DBE Program for vagueness, as their constitutional challenges to the Program are not based in the First Amendment. *Id.* at *17. The Court states that the Eighth Circuit Court of Appeals has held that courts need not consider facial vagueness challenges based upon constitutional grounds other than the First Amendment. *Id.*

The Court thus granted Federal Defendants' motion for summary judgment with respect to plaintiffs' facial claim for vagueness based on the allegation that the Federal DBE Program does not define "reasonable" for purposes of when a prime contractor is entitled to reject a DBEs' bid on the basis of price alone. *Id.*

D. As-Applied Challenges to MnDOT's DBE Program: MnDOT's program held narrowly tailored. Plaintiffs brought three as-applied challenges against MnDOT's implementation of the Federal DBE Program, alleging that MnDOT has failed to support its implementation of the Program with evidence of discrimination in its contracting, sets inappropriate goals for DBE participation, and has failed to respond to overconcentration in the traffic control industry. *Id.* at *17.

1. Alleged failure to find evidence of discrimination. The Court held that a state's implementation of the Federal DBE Program must be narrowly tailored. *Id.* at *18. To show that a state has violated the narrow tailoring requirement of the Federal DBE Program, the Court says a challenger must demonstrate that "better data was available" and the recipient of federal funds "was otherwise unreasonable in undertaking [its] thorough analysis and in relying on its results." *Id.*, quoting *Sherbrooke Turf, Inc.* at 973.

Plaintiffs' expert critiqued the statistical methods used and conclusions drawn by the consultant for MnDOT in finding that discrimination against DBEs exists in MnDOT contracting sufficient to support operation of the DBE Program. *Id.* at *18. Plaintiffs' expert also critiqued the measures of DBE availability employed by the MnDOT consultant and the fact he measured discrimination in both prime and subcontracting markets, instead of solely in subcontracting markets. *Id.*

Plaintiffs present no affirmative evidence that discrimination does not exist. The Court held that plaintiffs' disputes with MnDOT's conclusion that discrimination exists in public contracting are insufficient to establish that MnDOT's implementation of the Federal DBE Program is not narrowly tailored. *Id.* at *18. First, the Court found that it is insufficient to show that "data was susceptible to multiple interpretations," instead, plaintiffs must "present affirmative evidence that no remedial action was necessary because minority-owned small businesses enjoy non-discriminatory access to and participation in highway contracts." *Id.* at *18, quoting *Sherbrooke Turf, Inc.*, 345 F.3d at 970. Here, the Court found, plaintiffs' expert has not presented affirmative evidence upon which the Court could conclude that no discrimination exists in Minnesota's public contracting. *Id.* at *18.

As for the measures of availability and measurement of discrimination in both prime and subcontracting markets, both of these practices are included in the federal regulations as part of the mechanisms for goal setting. *Id.* at *18. The Court found that it would make little sense to separate

prime contractor and subcontractor availability, when DBEs will also compete for prime contracts and any success will be reflected in the recipient's calculation of success in meeting the overall goal. *Id.* at *18, quoting *Northern Contracting, Inc. v. Illinois*, 473 F.3d 715, 723 (7th Cir. 2007). Because these factors are part of the federal regulations defining state goal setting that the Eighth Circuit Court of Appeals has already approved in assessing MnDOT's compliance with narrow tailoring in *Sherbrooke Turf*, the Court concluded these criticisms do not establish that MnDOT has violated the narrow tailoring requirement. *Id.* at *18.

In addition, the Court held these criticisms fail to establish that MnDOT was unreasonable in undertaking its thorough analysis and relying on its results, and consequently do not show lack of narrow tailoring. *Id.* at *18. Accordingly, the Court granted the State defendants' motion for summary judgment with respect to this claim.

2. Alleged inappropriate goal setting. Plaintiffs second challenge was to the aspirational goals MnDOT has set for DBE performance between 2009 and 2015. *Id.* at *19. The Court found that the goal setting violations the plaintiffs alleged are not the types of violations that could reasonably be expected to recur. *Id.* Plaintiffs raised numerous arguments regarding the data and methodology used by MnDOT in setting its earlier goals. *Id.* But, plaintiffs did not dispute that every three years MnDOT conducts an entirely new analysis of discrimination in the relevant market and establishes new goals. *Id.* Therefore, disputes over the data collection and calculations used to support goals that are no longer in effect are moot. *Id.* Thus, the Court only considered plaintiffs' challenges to the 2013–2015 goals. *Id.*

Plaintiffs raised the same challenges to the 2013–2015 goals as it did to MnDOT's finding of discrimination, namely that the goals rely on multiple approaches to ascertain the availability of DBEs and rely on a measurement of discrimination that accounts for both prime and subcontracting markets. *Id.* at *19. Because these challenges identify only a different interpretation of the data and do not establish that MnDOT was unreasonable in relying on the outcome of the consultants' studies, plaintiffs have failed to demonstrate a material issue of fact related to MnDOT's narrow tailoring as it relates to goal setting. *Id.*

3. Alleged overconcentration in the traffic control market. Plaintiffs' final argument was that MnDOT's implementation of the DBE Program violates the Equal Protection Clause because MnDOT has failed to find overconcentration in the traffic control market and correct for such overconcentration. *Id.* at *20. MnDOT presented an expert report that reviewed four different industries into which plaintiffs' work falls based on NAICs codes that firms conducting traffic control-type work identify themselves by. *Id.* After conducting a disproportionality comparison, the consultant concluded that there was not statistically significant overconcentration of DBEs in plaintiffs' type of work.

Plaintiffs' expert found that there is overconcentration, but relied upon six other contractors that have previously bid on MnDOT contracts, which plaintiffs believe perform the same type of work as plaintiff. *Id.* at *20. But, the Court found plaintiffs have provided no authority for the proposition that the government must conform its implementation of the DBE Program to every individual business' self-assessment of what industry group they fall into and what other businesses are similar. *Id.*

The Court held that to require the State to respond to and adjust its calculations on account of such a challenge by a single business would place an impossible burden on the government because an individual business could always make an argument that some of the other entities in the work area the government has grouped it into are not alike. *Id.* at *20. This, the Court states, would require the government to run endless iterations of overconcentration analyses to satisfy each business that non-DBEs are not being unduly burdened in its self-defined group, which would be quite burdensome. *Id.*

Because plaintiffs did not show that MnDOT's reliance on its overconcentration analysis using NAICs codes was unreasonable or that overconcentration exists in its type of work as defined by MnDOT, it has not established that MnDOT has violated narrow tailoring by failing to identify overconcentration or failing to address it. *Id.* at *20. Therefore, the Court granted the State defendants' motion for summary judgment with respect to this claim.

III. Claims Under 42 U.S.C. § 1981 and 42 U.S.C. § 2000. Because the Court concluded that MnDOT's actions are in compliance with the Federal DBE Program, its adherence to that Program cannot constitute a basis for a violation of § 1981. *Id.* at *21. In addition, because the Court concluded that plaintiffs failed to establish a violation of the Equal Protection Clause, it granted the defendants' motions for summary judgment on the 42 U.S.C. § 2000d claim.

Holding. Therefore, the Court granted the Federal Defendants' motion for summary judgment and the States' defendants' motion to dismiss/motion for summary judgment, and dismissed all the claims asserted by the plaintiffs.

12. *Dunnet Bay Construction Company v. Gary Hannig, in its official capacity as Secretary of Transportation for the Illinois DOT and the Illinois DOT*, 2014 WL 552213 (C.D. Ill. 2014), affirmed, *Dunnet Bay Construction Co. v. Borggren, Illinois DOT, et al.*, 799 F.3d 676, 2015 WL 4934560 (7th Cir. 2015).

In *Dunnet Bay Construction Company v. Gary Hannig, in its official capacity as Secretary of the Illinois DOT and the Illinois DOT*, 2014 WL 552213 (C.D. Ill. Feb. 12, 2014), plaintiff Dunnet Bay Construction Company brought a lawsuit against the Illinois Department of Transportation (IDOT) and the Secretary of IDOT in his official capacity challenging the IDOT DBE Program and its implementation of the Federal DBE Program, including an alleged unwritten "no waiver" policy, and claiming that the IDOT's program is not narrowly tailored.

Motion to Dismiss certain claims granted. IDOT initially filed a Motion to Dismiss certain Counts of the Complaint. The United States District Court granted the Motion to Dismiss Counts I, II and III against IDOT primarily based on the defense of immunity under the Eleventh Amendment to the United States Constitution. The Opinion held that claims in Counts I and II against Secretary Hannig of IDOT in his official capacity remained in the case.

In addition, the other Counts of the Complaint that remained in the case not subject to the Motion to Dismiss, sought declaratory and injunctive relief and damages based on the challenge to the IDOT DBE Program and its application by IDOT. Plaintiff Dunnet Bay alleged the IDOT DBE Program is unconstitutional based on the unwritten no-waiver policy, requiring Dunnet Bay to meet DBE goals and denying Dunnet Bay a waiver of the goals despite its good faith efforts, and based on other

allegations. Dunnet Bay sought a declaratory judgment that IDOT's DBE program discriminates on the basis of race in the award of federal-aid highway construction contracts in Illinois.

Motions for Summary Judgment. Subsequent to the Court's Order granting the partial Motion to Dismiss, Dunnet Bay filed a Motion for Summary Judgment, asserting that IDOT had departed from the federal regulations implementing the Federal DBE Program, that IDOT's implementation of the Federal DBE Program was not narrowly tailored to further a compelling governmental interest, and that therefore, the actions of IDOT could not withstand strict scrutiny. 2014 WL 552213 at * 1. IDOT also filed a Motion for Summary Judgment, alleging that all applicable guidelines from the federal regulations were followed with respect to the IDOT DBE Program, and because IDOT is federally mandated and did not abuse its federal authority, IDOT's DBE Program is not subject to attack. *Id.*

IDOT further asserted in its Motion for Summary Judgment that there is no Equal Protection violation, claiming that neither the rejection of the bid by Dunnet Bay, nor the decision to re-bid the project, was based upon Dunnet Bay's race. IDOT also asserted that, because Dunnet Bay was relying on the rights of others and was not denied equal opportunity to compete for government contracts, Dunnet Bay lacked standing to bring a claim for racial discrimination.

Factual background. Plaintiff Dunnet Bay Construction Company is owned by two white males and is engaged in the business of general highway construction. It has been qualified to work on IDOT highway construction projects. In accordance with the federal regulations, IDOT prepared and submitted to the USDOT for approval a DBE Program governing federally funded highway construction contracts. For fiscal year 2010, IDOT established an overall aspirational DBE goal of 22.77 percent for DBE participation, and it projected that 4.12 percent of the overall goal could be met through race neutral measures and the remaining 18.65 percent would require the use of race-conscious goals. 2014 WL 552213 at *3. IDOT normally achieved somewhere between 10 and 14 percent participation by DBEs. *Id.* The overall aspirational goal was based upon a statewide disparity study conducted on behalf of IDOT in 2004.

Utilization goals under the IDOT DBE Program Document are determined based upon an assessment for the type of work, location of the work, and the availability of DBE companies to do a part of the work. *Id.* at *4. Each pay item for a proposed contract is analyzed to determine if there are at least two ready, willing, and able DBEs to perform the pay item. *Id.* The capacity of the DBEs, their willingness to perform the work in the particular district, and their possession of the necessary workforce and equipment are also factors in the overall determination. *Id.*

Initially, IDOT calculated the DBE goal for the Eisenhower Project to be 8 percent. When goals were first set on the Eisenhower Project, taking into account every item listed for work, the maximum potential goal for DBE participation for the Eisenhower Project was 20.3 percent. Eventually, an overall goal of approximately 22 percent was set. *Id.* at *4.

At the bid opening, Dunnet Bay's bid was the lowest received by IDOT. Its low bid was over IDOT's estimate for the project. Dunnet Bay, in its bid, identified 8.2 percent of its bid for DBEs. The second low bidder projected DBE participation of 22 percent. Dunnet Bay's DBE participation bid did not meet the percentage participation in the bid documents, and thus IDOT considered

Dunnet Bay's good faith efforts to meet the DBE goal. IDOT rejected Dunnet Bay's bid determining that Dunnet Bay had not demonstrated a good faith effort to meet the DBE goal. *Id.* at *9.

The Court found that although it was the low bidder for the construction project, Dunnet Bay did not meet the goal for participation of DBEs despite its alleged good faith efforts. IDOT contended it followed all applicable guidelines in handling the DBE Program, and that because it did not abuse its federal authority in administering the Program, the IDOT DBE Program is not subject to attack. *Id.* at *23. IDOT further asserted that neither rejection of Dunnet Bay's bid nor the decision to re-bid the Project was based on its race or that of its owners, and that Dunnet Bay lacked standing to bring a claim for racial discrimination on behalf of others (i.e., small businesses operated by white males). *Id.* at *23.

The Court found that the federal regulations recommend a number of non-mandatory, non-exclusive and non-exhaustive actions when considering a bidder's good faith efforts to obtain DBE participation. *Id.* at *25. The federal regulations also provide the state DOT may consider the ability of other bidders to meet the goal. *Id.*

IDOT implementing the Federal DBE Program is acting as an agent of the federal government insulated from constitutional attack absent showing the state exceeded federal authority. The Court held that a state entity such as IDOT implementing a congressionally mandated program may rely "on the federal government's compelling interest in remedying the effects of pass discrimination in the national construction market." *Id.* at *26, quoting *Northern Contracting Co., Inc. v. Illinois*, 473 F.3d 715 at 720-21 (7th Cir. 2007). In these instances, the Court stated, the state is acting as an agent of the federal government and is "insulated from this sort of constitutional attack, absent a showing that the state exceeded its federal authority." *Id.* at *26, quoting *Northern Contracting, Inc.*, 473 F.3d at 721. The Court held that accordingly, any "challenge to a state's application of a federally mandated program must be limited to the question of whether the state exceeded its authority." *Id.* at *26, quoting *Northern Contracting, Inc.*, 473 F.3d at 722. Therefore, the Court identified the key issue as determining if IDOT exceeded its authority granted under the federal rules or if Dunnet Bay's challenges are foreclosed by *Northern Contracting*. *Id.* at *26.

The Court found that IDOT did in fact employ a thorough process before arriving at the 22 percent DBE participation goal for the Eisenhower Project. *Id.* at *26. The Court also concluded "because the federal regulations do not specify a procedure for arriving at contract goals, it is not apparent how IDOT could have exceeded its federal authority. Any challenge on this factor fails under *Northern Contracting*." *Id.* at *26. Therefore, the Court concluded there is no basis for finding that the DBE goal was arbitrarily set or that IDOT exceeded its federal authority with respect to this factor. *Id.* at *27.

The "no-waiver" policy. The Court held that there was not a no-waiver policy considering all the testimony and factual evidence. In particular, the Court pointed out that a waiver was in fact granted in connection with the same bid letting at issue in this case. *Id.* at *27. The Court found that IDOT granted a waiver of the DBE participation goal for another construction contractor on a different contract, but under the same bid letting involved in this matter. *Id.*

Thus, the Court held that Dunnet Bay's assertion that IDOT adopted a "no-waiver" policy was unsupported and contrary to the record evidence. *Id.* at *27. The Court found the undisputed facts

established that IDOT did not have a “no-waiver” policy, and that IDOT did not exceed its federal authority because it did not adopt a “no-waiver” policy. *Id.* Therefore, the Court again concluded that any challenge by Dunnet Bay on this factor failed pursuant to the *Northern Contracting* decision.

IDOT’s decision to reject Dunnet Bay’s bid based on lack of good faith efforts did not exceed IDOT’s authority under federal law. The Court found that IDOT has significant discretion under federal regulations and is often called upon to make a “judgment call” regarding the efforts of the bidder in terms of establishing good faith attempt to meet the DBE goals. *Id.* at *28. The Court stated it was unable to conclude that IDOT erred in determining Dunnet Bay did not make adequate good faith efforts. *Id.* The Court surmised that the strongest evidence that Dunnet Bay did not take all necessary and reasonable steps to achieve the DBE goal is that its DBE participation was under 9 percent while other bidders were able to reach the 22 percent goal. *Id.* Accordingly, the Court concluded that IDOT’s decision rejecting Dunnet Bay’s bid was consistent with the regulations and did not exceed IDOT’s authority under the federal regulations. *Id.*

The Court also rejected Dunnet Bay’s argument that IDOT failed to provide Dunnet Bay with a written explanation as to why its good faith efforts were not sufficient, and thus there were deficiencies with the reconsideration of Dunnet Bay’s bid and efforts as required by the federal regulations. *Id.* at *29. The Court found it was unable to conclude that a technical violation such as to provide Dunnet Bay with a written explanation will provide any relief to Dunnet Bay. *Id.* Additionally, the Court found that because IDOT rebid the project, Dunnet Bay was not prejudiced by any deficiencies with the reconsideration. *Id.*

The Court emphasized that because of the decision to rebid the project, IDOT was not even required to hold a reconsideration hearing. *Id.* at *24. Because the decision on reconsideration as to good faith efforts did not exceed IDOT’s authority under federal law, the Court held Dunnet Bay’s claim failed under the *Northern Contracting* decision. *Id.*

Dunnet Bay lacked standing to raise an equal protection claim. The Court found that Dunnet Bay was not disadvantaged in its ability to compete against a racially favored business, and neither IDOT’s rejection of Dunnet Bay’s bid nor the decision to rebid was based on the race of Dunnet Bay’s owners or any class-based animus. *Id.* at *29. The Court stated that Dunnet Bay did not point to any other business that was given a competitive advantage because of the DBE goals. *Id.* Dunnet Bay did not cite any cases which involve plaintiffs that are similarly situated to it - businesses that are not at a competitive disadvantage against minority-owned companies or DBEs - and have been determined to have standing. *Id.* at *30.

The Court concluded that any company similarly situated to Dunnet Bay had to meet the same DBE goal under the contract. *Id.* Dunnet Bay, the Court held, was not at a competitive disadvantage and/or unable to compete equally with those given preferential treatment. *Id.*

Dunnet Bay did not point to another contractor that did not have to meet the same requirements it did. The Court thus concluded that Dunnet Bay lacked standing to raise an equal protection challenge because it had not suffered a particularized injury that was caused by IDOT. *Id.* at *30. Dunnet Bay was not deprived of the ability to compete on an equal basis. *Id.* Also, based on the amount of its profits, Dunnet Bay did not qualify as a small business, and therefore, it lacked standing to vindicate the rights of a hypothetical white-owned small business. *Id.* at *30. Because the

Court found that Dunnet Bay was not denied the ability to compete on an equal footing in bidding on the contract, Dunnet Bay lacked standing to challenge the DBE Program based on the Equal Protection Clause. *Id.* at *30.

Dunnet Bay did not establish equal protection violation even if it had standing. The Court held that even if Dunnet Bay had standing to bring an equal protection claim, IDOT still is entitled to summary judgment. The Court stated the Supreme Court has held that the “injury in fact” in an equal protection case challenging a DBE Program is the denial of equal treatment resulting from the imposition of the barrier, not the ultimate inability to obtain the benefit. *Id.* at *31. Dunnet Bay, the Court said, implied that but for the alleged “no-waiver” policy and DBE goals which were not narrowly tailored to address discrimination, it would have been awarded the contract. The Court again noted the record established that IDOT did not have a “no-waiver” policy. *Id.* at *31.

The Court also found that because the gravamen of equal protection lies not in the fact of deprivation of a right but in the invidious classification of persons, it does not appear Dunnet Bay can assert a viable claim. *Id.* at *31. The Court stated it is unaware of any authority which suggests that Dunnet Bay can establish an equal protection violation even if it could show that IDOT failed to comply with the regulations relating to the DBE Program. *Id.* The Court said that even if IDOT did employ a “no-waiver policy,” such a policy would not constitute an equal protection violation because the federal regulations do not confer specific entitlements upon any individuals. *Id.* at *31.

In order to support an equal protection claim, the plaintiff would have to establish it was treated less favorably than another entity with which it was similarly situated in all material respects. *Id.* at *51. Based on the record, the Court stated it could only speculate whether Dunnet Bay or another entity would have been awarded a contract without IDOT’s DBE Program. But, the Court found it need not speculate as to whether Dunnet Bay or another company would have been awarded the contract, because what is important for equal protection analysis is that Dunnet Bay was treated the same as other bidders. *Id.* at *31. Every bidder had to meet the same percentage goal for subcontracting to DBEs or make good faith efforts. *Id.* Because Dunnet Bay was held to the same standards as every other bidder, it cannot establish it was the victim of discrimination pursuant to the Equal Protection Clause. *Id.* Therefore, IDOT, the Court held, is entitled to summary judgment on Dunnet Bay’s claims under the Equal Protection Clause and under Title VI.

Conclusion. The Court concluded IDOT is entitled to summary judgment, holding Dunnet Bay lacked standing to raise an equal protection challenge based on race, and that even if Dunnet Bay had standing, Dunnet Bay was unable to show that it would have been awarded the contract in the absence of any violation. *Id.* at *32. Any other federal claims, the Court held, were foreclosed by the *Northern Contracting* decision because there is no evidence IDOT exceeded its authority under federal law. *Id.* Finally, the Court found Dunnet Bay had not established the likelihood of future harm, and thus was not entitled to injunctive relief.

13. M.K. Weeden Construction v. State of Montana, Montana Department of Transportation, et al., 2013 WL 4774517 (D. Mont.) (September 4, 2013)

This case involved a challenge by a prime contractor, M.K. Weeden Construction, Inc. (“Weeden”) against the State of Montana, Montana Department of Transportation and others, to the DBE Program adopted by MDT implementing the Federal DBE Program at 49 CFR Part 26. Weeden

sought an application for Temporary Restraining Order and Preliminary Injunction against the State of Montana and the MDT.

Factual background and claims. Weeden was the low dollar bidder with a bid of \$14,770,163.01 on the Arrow Creek Slide Project. The project received federal funding, and as such, was required to comply with the USDOT's DBE Program. 2013 WL 4774517 at *1. MDT had established an overall goal of 5.83 percent DBE participation in Montana's highway construction projects. On the Arrow Creek Slide Project, MDT established a DBE goal of 2 percent. *Id.*

Plaintiff Weeden, although it submitted the low dollar bid, did not meet the 2 percent DBE requirement. 2013 WL 4774517 at *1. Weeden claimed that its bid relied upon only 1.87 percent DBE subcontractors (although the court points out that Weeden's bid actually identified only 0.81% DBE subcontractors). Weeden was the only bidder out of the six bidders who did not meet the 2 percent DBE goal. The other five bidders exceeded the 2 percent goal, with bids ranging from 2.19 percent DBE participation to 6.98 percent DBE participation. *Id.* at *2.

Weeden attempted to utilize a good faith exception to the DBE requirement under the Federal DBE Program and Montana's DBE Program. MDT's DBE Participation Review Committee considered Weeden's good faith documentation and found that Weeden's bid was non-compliant as to the DBE requirement, and that Weeden failed to demonstrate good faith efforts to solicit DBE subcontractor participation in the contract. 2013 WL 4774517 at *2. Weeden appealed that decision to the MDT DBE Review Board and appeared before the Board at a hearing. The DBE Review Board affirmed the Committee decision finding that Weeden's bid was not in compliance with the contract DBE goal and that Weeden had failed to make a good faith effort to comply with the goal. *Id.* at *2. The DBE Review Board found that Weeden had received a DBE bid for traffic control, but Weeden decided to perform that work itself in order to lower its bid amount. *Id.* at *2. Additionally, the DBE Review Board found that Weeden's mass email to 158 DBE subcontractors without any follow up was a *pro forma* effort not credited by the Review Board as an active and aggressive effort to obtain DBE participation. *Id.*

Plaintiff Weeden sought an injunction in federal district court against MDT to prevent it from letting the contract to another bidder. Weeden claimed that MDT's DBE Program violated the Equal Protection Clause of the U.S. Constitution and the Montana Constitution, asserting that there was no supporting evidence of discrimination in the Montana highway construction industry, and therefore, there was no government interest that would justify favoring DBE entities. 2013 WL 4774517 at *2. Weeden also claimed that its right to Due Process under the U.S. Constitution and Montana Constitution had been violated. Specifically, Weeden claimed that MDT did not provide reasonable notice of the good faith effort requirements. *Id.*

No proof of irreparable harm and balance of equities favor MDT. First, the Court found that Weeden did not prove for a certainty that it would suffer irreparable harm based on the Court's conclusion that in the past four years, Weeden had obtained six state highway construction contracts valued at approximately \$26 million, and that MDT had \$50 million more in highway construction projects to be let during the remainder of 2013 alone. 2013 WL 4774517 at *3. Thus, the Court concluded that as demonstrated by its past performance, Weeden has the capacity to obtain other highway construction contracts and thus there is little risk of irreparable injury in the event MDT awards the Project to another bidder. *Id.*

Second, the Court found the balance of the equities did not tip in Weeden's favor. 2013 WL 4774517 at *3. Weeden had asserted that MDT and USDOT rules regarding good faith efforts to obtain DBE subcontractor participation are confusing, non-specific and contradictory. *Id.* The Court held that it is obvious the other five bidders were able to meet and exceed the 2 percent DBE requirement without any difficulty whatsoever. *Id.* The Court found that Weeden's bid is not responsive to the requirements, therefore is not and cannot be the lowest responsible bid. *Id.* The balance of the equities, according to the Court, do not tilt in favor of Weeden, who did not meet the requirements of the contract, especially when numerous other bidders ably demonstrated an ability to meet those requirements. *Id.*

No standing. The Court also questioned whether Weeden raised any serious issues on the merits of its equal protection claim because Weeden is a prime contractor and not a subcontractor. Since Weeden is a prime contractor, the Court held it is clear that Weeden lacks Article III standing to assert its equal protection claim. *Id.* at *3. The Court held that a prime contractor, such as Weeden, is not permitted to challenge MDT's DBE Project as if it were a non-DBE subcontractor because Weeden cannot show that *it* was subjected to a racial or gender-based barrier in its competition for the prime contract. *Id.* at *3. Because Weeden was not deprived of the ability to compete on equal footing with the other bidders, the Court found Weeden suffered no equal protection injury and lacks standing to assert an equal protection claim as it were a non-DBE subcontractor. *Id.*

Court applies *AGC v. California DOT* case; evidence supports narrowly tailored DBE program.

Significantly, the Court found that even if Weeden had standing to present an equal protection claim, MDT presented significant evidence of underutilization of DBE's generally, evidence that supports a narrowly tailored race and gender preference program. 2013 WL 4774517 at *4. Moreover, the Court noted that although Weeden points out that some business categories in Montana's highway construction industry do not have a history of discrimination (namely, the category of construction businesses in contrast to the category of professional businesses), the Ninth Circuit "has recently rejected a similar argument requiring the evidence of discrimination in every single segment of the highway construction industry before a preference program can be implemented." *Id.*, citing *Associated General Contractors v. California Dept. of Transportation*, 713 F.3d 1187 (9th Cir. 2013)(holding that Caltrans' DBE program survived strict scrutiny, was narrowly tailored, did not violate equal protection, and was supported by substantial statistical and anecdotal evidence of discrimination).

The Court stated that particularly relevant in this case, "the Ninth Circuit held that California's DBE program need not isolate construction from engineering contracts or prime from subcontracts to determine whether the evidence in each and every category gives rise to an inference of discrimination." *Id.* at 4, citing *Associated General Contractors v. California DOT*, 713 F.3d at 1197. Instead, according to the Court, California – and, by extension, Montana – "is entitled to look at the evidence 'in its entirety' to determine whether there are 'substantial disparities in utilization of minority firms' practiced by some elements of the construction industry." 2013 WL 4774517 at *4, quoting *AGC v. California DOT*, 713 F.3d at 1197. The Court, also quoting the decision in *AGC v. California DOT*, said: "It is enough that the anecdotal evidence supports Caltrans' statistical data showing a pervasive pattern of discrimination." *Id.* at *4, quoting *AGC v. California DOT*, 713 F.3d at 1197.

The Court pointed out that there is no allegation that MDT has exceeded any federal requirement or done other than complied with USDOT regulations. 2013 WL 4774517 at *4. Therefore, the Court

concluded that given the similarities between Weeden’s claim and AGC’s equal protection claim against California DOT in the *AGC v. California DOT* case, it does not appear likely that Weeden will succeed on the merits of its equal protection claim. *Id.* at *4.

Due Process claim. The Court also rejected Weeden’s bald assertion that it has a protected property right in the contract that has not been awarded to it where the government agency retains discretion to determine the responsiveness of the bid. The Court found that Montana law requires that an award of a public contract for construction must be made to the lowest *responsible* bidder and that the applicable Montana statute confers upon the government agency broad discretion in the award of a public works contract. Thus, a lower bidder such as Weeden requires no vested property right in a contract until the contract has been awarded, which here obviously had not yet occurred. 2013 WL 4774517 at *5. In any event, the Court noted that Weeden was granted notice, hearing and appeal for MDT’s decision denying the good faith exception to the DBE contract requirement, and therefore it does not appear likely that Weeden would succeed on its due process claim. *Id.* at *5.

Holding and Voluntary Dismissal. The Court denied plaintiff Weeden’s application for Temporary Restraining Order and Preliminary Injunction. Subsequently, Weeden filed a Notice of Voluntary Dismissal Without Prejudice on September 10, 2013.

14. *Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation, et al.*, U.S.D.C., E.D. Cal. Civil Action No. S-09-1622, Slip Opinion (E.D. Cal. April 20, 2011), appeal dismissed based on standing, on other grounds Ninth Circuit held Caltrans’ DBE Program constitutional, *Associated General Contractors of America, San Diego Chapter, Inc. v. California Department of Transportation, et al.*, 713 F.3d 1187 (9th Cir. 2013)

This case involved a challenge by the Associated General Contractors of America, San Diego Chapter, Inc. (“AGC”) against the California Department of Transportation (“Caltrans”), to the DBE program adopted by Caltrans implementing the Federal DBE Program at 49 CFR Part 26. The AGC sought an injunction against Caltrans enjoining its use of the DBE program and declaratory relief from the court declaring the Caltrans DBE program to be unconstitutional.

Caltrans’ DBE program set a 13.5 percent DBE goal for its federally-funded contracts. The 13.5 percent goal, as implemented by Caltrans, included utilizing half race-neutral means and half race-conscious means to achieve the goal. Slip Opinion Transcript at 42. Caltrans did not include all minorities in the race-conscious component of its goal, excluding Hispanic males and Subcontinent Asian American males. *Id.* at 42. Accordingly, the race-conscious component of the Caltrans DBE program applied only to African Americans, Native Americans, Asian-Pacific Americans, and white women. *Id.*

Caltrans established this goal and its DBE program following a disparity study conducted by BBC Research & Consulting, which included gathering statistical and anecdotal evidence of race and gender disparities in the California construction industry. Slip Opinion Transcript at 42.

The parties filed motions for summary judgment. The district court issued its ruling at the hearing on the motions for summary judgment granting Caltrans’ motion for summary judgment in support of its DBE program and denying the motion for summary judgment filed by the plaintiffs. Slip Opinion

Transcript at 54. The court held Caltrans' DBE program applying and implementing the provisions of the Federal DBE Program is valid and constitutional. *Id.* at 56.

The district court analyzed Caltrans' implementation of the DBE program under the strict scrutiny doctrine and found the burden of justifying different treatment by ethnicity or gender is on the government. The district court applied the Ninth Circuit Court of Appeals ruling in *Western States Paving Company v. Washington State DOT*, 407 F.3d 983 (9th Cir. 2005). The court stated that the federal government has a compelling interest "in ensuring that its funding is not distributed in a manner that perpetuates the effects of either public or private discrimination within the transportation contracting industry." Slip Opinion Transcript at 43, quoting *Western States Paving*, 407 F.3d at 991, citing *City of Richmond v. J.A. Croson Company*, 488 U.S. 469 (1989).

The district court pointed out that the Ninth Circuit in *Western States Paving* and the Tenth Circuit Court of Appeals and the Eighth Circuit Court of Appeals have upheld the facial validity of the Federal DBE Program.

The district court stated that based on *Western States Paving*, the court is required to look at the Caltrans DBE program itself to see if there is a strong basis in evidence to show that Caltrans is acting for a proper purpose and if the program itself has been narrowly tailored. Slip Opinion Transcript at 45. The court concluded that narrow tailoring "does not require exhaustion of every conceivable race-neutral alternative, but it does require serious, good-faith consideration of workable race-neutral alternatives." Slip Opinion Transcript at 45.

The district court identified the issues as whether Caltrans has established a compelling interest supported by a strong basis in evidence for its program, and does Caltrans' race-conscious program meet the strict scrutiny required. Slip Opinion Transcript at 51-52. The court also phrased the issue as whether the Caltrans DBE program, "which does give preference based on race and sex, whether that program is narrowly tailored to remedy the effects of identified discrimination...", and whether Caltrans has complied with the Ninth Circuit's guidance in *Western States Paving*. Slip Opinion Transcript at 52.

The district court held "that Caltrans has done what the Ninth Circuit has required it to do, what the federal government has required it to do, and that it clearly has implemented a program which is supported by a strong basis in evidence that gives rise to a compelling interest, and that its race-conscious program, the aspect of the program that does implement race-conscious alternatives, it does under a strict-scrutiny standard meet the requirement that it be narrowly tailored as set forth in the case law." Slip Opinion Transcript at 52.

The court rejected the plaintiff's arguments that anecdotal evidence failed to identify specific acts of discrimination, finding "there are numerous instances of specific discrimination." Slip Opinion Transcript at 52. The district court found that after the *Western States Paving* case, Caltrans went to a racially neutral program, and the evidence showed that the program would not meet the goals of the federally-funded program, and the federal government became concerned about what was going on with Caltrans' program applying only race-neutral alternatives. *Id.* at 52-53. The court then pointed out that Caltrans engaged in an "extensive disparity study, anecdotal evidence, both of which is what was missing" in the *Western States Paving* case. *Id.* at 53.

The court concluded that Caltrans “did exactly what the Ninth Circuit required” and that Caltrans has gone “as far as is required.” Slip Opinion Transcript at 53.

The court held that as a matter of law, the Caltrans DBE program is, under *Western States Paving* and the Supreme Court cases, “clearly constitutional,” and “narrowly tailored.” Slip Opinion Transcript at 56. The court found there are significant differences between Caltrans’ program and the program in the *Western States Paving* case. *Id.* at 54-55. In *Western States Paving*, the court said there were no statistical studies performed to try and establish the discrimination in the highway contracting industry, and that Washington simply compared the proportion of DBE firms in the state with the percentage of contracting funds awarded to DBEs on race-neutral contracts to calculate a disparity. *Id.* at 55.

The district court stated that the Ninth Circuit in *Western States Paving* found this to be oversimplified and entitled to little weight “because it did not take into account factors that may affect the relative capacity of DBEs to undertake contracting work.” Slip Opinion Transcript at 55. Whereas, the district court held the “disparity study used by Caltrans was much more comprehensive and accounted for this and other factors.” *Id.* at 55. The district noted that the State of Washington did not introduce any anecdotal information. The difference in this case, the district court found, “is that the disparity study includes both extensive statistical evidence, as well as anecdotal evidence gathered through surveys and public hearings, which support the statistical findings of the underutilization faced by DBEs without the DBE program. Add to that the anecdotal evidence submitted in support of the summary judgment motion as well. And this evidence before the Court clearly supports a finding that this program is constitutional.” *Id.* at 56.

The court held that because “Caltrans’ DBE program is based on substantial statistical and anecdotal evidence of discrimination in the California contracting industry and because the Court finds that it is narrowly tailored, the Court upholds the program as constitutional.” Slip Opinion Transcript at 56.

The decision of the district court was appealed to the Ninth Circuit Court of Appeals. The Ninth Circuit dismissed the appeal based on lack of standing by the AGC, San Diego Chapter, but ruled on the merits on alternative grounds holding constitutional Caltrans’ DBE Program. *See discussion above of AGC, SDC v. Cal. DOT.*

15. *Geod Corporation v. New Jersey Transit Corporation, et al.*, 746 F. Supp.2d 642, 2010 WL 4193051 (D. N. J. October 19, 2010)

Plaintiffs, white male owners of Geod Corporation (“Geod”), brought this action against the New Jersey Transit Corporation (“NJT”) alleging discriminatory practices by NJT in designing and implementing the Federal DBE Program. 746 F. Supp 2d at 644. The plaintiffs alleged that the NJT’s DBE program violated the United States Constitution, 42 U.S.C. § 1981, Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000(d) and state law. The district court previously dismissed the complaint against all Defendants except for NJT and concluded that a genuine issue material fact existed only as to whether the method used by NJT to determine its DBE goals during 2010 were sufficiently narrowly tailored, and thus constitutional. *Id.*

New Jersey Transit Program and Disparity Study. NJT relied on the analysis of consultants for the establishment of their goals for the DBE program. The study established the effects of past

discrimination, the district court found, by looking at the disparity and utilization of DBEs compared to their availability in the market. *Id.* at 648. The study used several data sets and averaged the findings in order to calculate this ratio, including: (1) the New Jersey DBE vendor List; (2) a Survey of Minority-Owned Business Enterprises (SMOBE) and a Survey of Women-Owned Enterprises (SWOBE) as determined by the U.S. Census Bureau; and (3) detailed contract files for each racial group. *Id.*

The court found the study determined an average annual utilization of 23 percent for DBEs, and to examine past discrimination, several analyses were run to measure the disparity among DBEs by race. *Id.* at 648. The Study found that all but one category was underutilized among the racial and ethnic groups. *Id.* All groups other than Asian DBEs were found to be underutilized. *Id.*

The court held that the test utilized by the study, “conducted to establish a pattern of discrimination against DBEs, proved that discrimination occurred against DBEs during the pre-qualification process and in the number of contracts that are awarded to DBEs. *Id.* at 649. The court found that DBEs are more likely than non-DBEs to be pre-qualified for small construction contracts, but are less likely to pre-qualify for larger construction projects. *Id.*

For fiscal year 2010, the study consultant followed the “three-step process pursuant to USDOT regulations to establish the NJT DBE goal.” *Id.* at 649. First, the consultant determined “the base figure for the relative availability of DBEs in the specific industries and geographical market from which DBE and non-DBE contractors are drawn.” *Id.* In determining the base figure, the consultant (1) defined the geographic marketplace, (2) identified “the relevant industries in which NJ Transit contracts,” and (3) calculated “the weighted availability measure.” *Id.* at 649.

The court found that the study consultant used political jurisdictional methods and virtual methods to pinpoint the location of contracts and/or contractors for NJT, and determined that the geographical market place for NJT contracts included New Jersey, New York and Pennsylvania. *Id.* at 649. The consultant used contract files obtained from NJT and data obtained from Dun & Bradstreet to identify the industries with which NJT contracts in these geographical areas. *Id.* The consultant then used existing and estimated expenditures in these particular industries to determine weights corresponding to NJT contracting patterns in the different industries for use in the availability analysis. *Id.*

The availability of DBEs was calculated by using the following data: Unified Certification Program Business Directories for the states of New Jersey, New York and Pennsylvania; NJT Vendor List; Dun & Bradstreet database; 2002 Survey of Small Business Owners; and NJT Pre-Qualification List. *Id.* at 649-650. The availability rates were then “calculated by comparing the number of ready, willing, and able minority and women-owned firms in the defined geographic marketplace to the total number of ready, willing, and able firms in the same geographic marketplace. *Id.* The availability rates in each industry were weighed in accordance with NJT expenditures to determine a base figure. *Id.*

Second, the consultant adjusted the base figure due to evidence of discrimination against DBE prime contractors and disparities in small purchases and construction pre-qualification. *Id.* at 650. The discrimination analysis examined discrimination in small purchases, discrimination in pre-qualification, two regression analyses, an Essex County disparity study, market discrimination, and previous utilization. *Id.* at 650.

The Final Recommendations Report noted that there were sizeable differences in the small purchases awards to DBEs and non-DBEs with the awards to DBEs being significantly smaller. *Id.* at 650. DBEs were also found to be less likely to be pre-qualified for contracts over \$1 million in comparison to similarly situated non-DBEs. *Id.* The regression analysis using the dummy variable method yielded an average estimate of a discriminatory effect of -28.80 percent. *Id.* The discrimination regression analysis using the residual difference method showed that on average 12.2 percent of the contract amount disparity awarded to DBEs and non-DBEs was unexplained. *Id.*

The consultant also considered evidence of discrimination in the local market in accordance with 49 CFR § 26.45(d). The Final Recommendations Report cited in the 2005 Essex County Disparity Study suggested that discrimination in the labor market contributed to the unexplained portion of the self-employment, employment, unemployment, and wage gaps in Essex County, New Jersey. *Id.* at 650.

The consultant recommended that NJT focus on increasing the number of DBE prime contractors. Because qualitative evidence is difficult to quantify, according to the consultant, only the results from the regression analyses were used to adjust the base goal. *Id.* The base goal was then adjusted from 19.74 percent to 23.79 percent. *Id.*

Third, in order to partition the DBE goal by race-neutral and race-conscious methods, the consultant analyzed the share of all DBE contract dollars won with no goals. *Id.* at 650. He also performed two different regression analyses: one involving predicted DBE contract dollars and DBE receipts if the goal was set at zero. *Id.* at 651. The second method utilized predicted DBE contract dollars with goals and predicted DBE contract dollars without goals to forecast how much firms with goals would receive had they not included the goals. *Id.* The consultant averaged his results from all three methods to conclude that the fiscal year 2010 NJT a portion of the race-neutral DBE goal should be 11.94 percent and a portion of the race-conscious DBE goal should be 11.84 percent. *Id.* at 651.

The district court applied the strict scrutiny standard of review. The district court already decided, in the course of the motions for summary judgment, that compelling interest was satisfied as New Jersey was entitled to adopt the federal government's compelling interest in enacting TEA-21 and its implementing regulations. *Id.* at 652, *citing Geod v. N.J. Transit Corp.*, 678 F.Supp.2d 276, 282 (D.N.J. 2009). Therefore, the court limited its analysis to whether NJT's DBE program was narrowly tailored to further that compelling interest in accordance with "its grant of authority under federal law." *Id.* at 652 *citing Northern Contracting, Inc. v. Illinois Department of Transportation*, 473 F.3d 715, 722 (7th Cir. 2007).

Applying *Northern Contracting v. Illinois*. The district court clarified its prior ruling in 2009 (see 678 F.Supp.2d 276) regarding summary judgment, that the court agreed with the holding in *Northern Contracting, Inc. v. Illinois*, that "a challenge to a state's application of a federally mandated program must be limited to the question of whether the state exceeded its authority." *Id.* at 652 *quoting Northern Contracting*, 473 F.3d at 721. The district court in *Geod* followed the Seventh Circuit explanation that when a state department of transportation is acting as an instrument of federal policy, a plaintiff cannot collaterally attack the federal regulations through a challenge to a state's program. *Id.* at 652, *citing Northern Contracting*, 473 F.3d at 722. Therefore, the district court held that the inquiry is limited to the question of whether the state department of transportation "exceeded its grant of authority under federal law." *Id.* at 652-653, *quoting Northern Contracting*, 473 F.3d at 722 and *citing also Tennessee Asphalt Co. v. Farris*, 942 F.2d 969, 975 (6th Cir. 1991).

The district court found that the holding and analysis in *Northern Contracting* does not contradict the Eighth Circuit's analysis in *Sherbrooke Turf, Inc. v. Minnesota Department of Transportation*, 345 F.3d 964, 970-71 (8th Cir. 2003). *Id.* at 653. The court held that the Eighth Circuit's discussion of whether the DBE programs as implemented by the State of Minnesota and the State of Nebraska were narrowly tailored focused on whether the states were following the USDOT regulations. *Id.* at 653 *citing* *Sherbrooke Turf*, 345 F.3d 973-74. Therefore, "only when the state exceeds its federal authority is it susceptible to an as-applied constitutional challenge." *Id.* at 653 *quoting* *Western States Paving Co., Inc. v. Washington State Department of Transportation*, 407 F.3d 983 (9th Cir. 2005)(McKay, C.J.)(concurring in part and dissenting in part) and *citing* *South Florida Chapter of the Associated General Contractors v. Broward County*, 544 F.Supp.2d 1336, 1341 (S.D.Fla.2008).

The court held the initial burden of proof falls on the government, but once the government has presented proof that its affirmative action plan is narrowly tailored, the party challenging the affirmative action plan bears the ultimate burden of proving that the plan is unconstitutional. *Id.* at 653.

In analyzing whether NJT's DBE program was constitutionally defective, the district court focused on the basis of plaintiffs' argument that it was not narrowly tailored because it includes in the category of DBEs racial or ethnic groups as to which the plaintiffs alleged NJT had no evidence of past discrimination. *Id.* at 653. The court found that most of plaintiffs' arguments could be summarized as questioning whether NJT presented demonstrable evidence of the availability of ready, willing and able DBEs as required by 49 CFR § 26.45. *Id.* The court held that NJT followed the goal setting process required by the federal regulations. *Id.* The court stated that NJT began this process with the 2002 disparity study that examined past discrimination and found that all of the groups listed in the regulations were underutilized with the exception of Asians. *Id.* at 654. In calculating the fiscal year 2010 goals, the consultant used contract files and data from Dun & Bradstreet to determine the geographical location corresponding to NJT contracts and then further focused that information by weighting the industries according to NJT's use. *Id.*

The consultant used various methods to calculate the availability of DBEs, including: the UCP Business Directories for the states of New Jersey, New York and Pennsylvania; NJT Vendor List; Dun & Bradstreet database; 2002 Survey of Small Business Owners; and NJT Pre-Qualification List. *Id.* at 654. The court stated that NJT only utilized one of the examples listed in 49 CFR § 26.45(c), the DBE directories method, in formulating the fiscal year 2010 goals. *Id.*

The district court pointed out, however, the regulations state that the "examples are provided as a starting point for your goal setting process and that the examples are not intended as an exhaustive list. *Id.* at 654, *citing* 46 CFR § 26.45(c). The court concluded the regulations clarify that other methods or combinations of methods to determine a base figure may be used. *Id.* at 654.

The court stated that NJT had used these methods in setting goals for prior years as demonstrated by the reports for 2006 and 2009. *Id.* at 654. In addition, the court noted that the Seventh Circuit held that a custom census, the Dun & Bradstreet database, and the IDOT's list of DBEs were an acceptable combination of methods with which to determine the base figure for TEA-21 purposes. *Id.* at 654, *citing* *Northern Contracting*, 473 F.3d at 718.

The district court found that the expert witness for plaintiffs had not convinced the court that the data were faulty, and the testimony at trial did not persuade the court that the data or regression analyses relied upon by NJT were unreliable or that another method would provide more accurate results. *Id.* at 654-655.

The court in discussing step two of the goals setting process pointed out that the data examined by the consultant is listed in the regulations as proper evidence to be used to adjust the base figure. *Id.* at 655, *citing* 49 CFR § 26.45(d). These data included evidence from disparity studies and statistical disparities in the ability of DBEs to get pre-qualification. *Id.* at 655. The consultant stated that evidence of societal discrimination was not used to adjust the base goal and that the adjustment to the goal was based on the discrimination analysis, which controls for size of firm and effect of having a DBE goal. *Id.* at 655.

The district court then analyzed NJT's division of the adjusted goal into race-conscious and race-neutral portions. *Id.* at 655. The court noted that narrowly tailoring does not require exhaustion of every conceivable race-neutral alternative, but instead requires serious, good faith consideration of workable race-neutral alternatives. *Id.* at 655. The court agreed with *Western States Paving* that only "when race-neutral efforts prove inadequate do these regulations authorize a State to resort to race-conscious measures to achieve the remainder of its DBE utilization goal." *Id.* at 655, *quoting Western States Paving*, 407 F.3d at 993-94.

The court found that the methods utilized by NJT had been used by it on previous occasions, which were approved by the USDOT. *Id.* at 655. The methods used by NJT, the court found, also complied with the examples listed in 49 CFR § 26.51, including arranging solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate DBE participation; providing pre-qualification assistance; implementing supportive services programs; and ensuring distribution of DBE directories. *Id.* at 655. The court held that based on these reasons and following the *Northern Contracting, Inc. v. Illinois* line of cases, NJT's DBE program did not violate the Constitution as it did not exceed its federal authority. *Id.* at 655.

However, the district court also found that even under the *Western States Paving Co., Inc. v. Washington State DOT* standard, the NJT program still was constitutional. *Id.* at 655. Although the court found that the appropriate inquiry is whether NJT exceeded its federal authority as detailed in *Northern Contracting, Inc. v. Illinois*, the court also examined the NJT DBE program under *Western States Paving Co. v. Washington State DOT*. *Id.* at 655-656. The court stated that under *Western States Paving*, a Court must "undertake an as-applied inquiry into whether [the state's] DBE program is narrowly tailored." *Id.* at 656, *quoting Western States Paving*, 407 F.3d at 997.

Applying *Western States Paving*. The district court then analyzed whether the NJT program was narrowly tailored applying *Western States Paving*. Under the first prong of the narrowly tailoring analysis, a remedial program is only narrowly tailored if its application is limited to those minority groups that have actually suffered discrimination. *Id.* at 656, *citing Western States Paving*, 407 F.3d at 998. The court acknowledged that according to the 2002 Final Report, the ratios of DBE utilization to DBE availability was 1.31. *Id.* at 656. However, the court found that the plaintiffs' argument failed as the facts in *Western States Paving* were distinguishable from those of NJT, because NJT did receive complaints, i.e., anecdotal evidence, of the lack of opportunities for Asian firms. *Id.* at 656. NJT employees testified that Asian firms informally and formally complained of a lack of opportunity to

grow and indicated that the DBE Program was assisting with this issue. *Id.* In addition, plaintiff's expert conceded that Asian firms have smaller average contract amounts in comparison to non-DBE firms. *Id.*

The plaintiff relied solely on the utilization rate as evidence that Asians are not discriminated against in NJT contracting. *Id.* at 656. The court held this was insufficient to overcome the consultant's determination that discrimination did exist against Asians, and thus this group was properly included in the DBE program. *Id.* at 656.

The district court rejected Plaintiffs' argument that the first step of the narrow tailoring analysis was not met because NJT focuses its program on sub-contractors when NJT's expert identified "prime contracting" as the area in which NJT procurements evidence discrimination. *Id.* at 656. The court held that narrow tailoring does not require exhaustion of every conceivable race-neutral alternative but it does require serious, good faith consideration of workable race-neutral alternatives. *Id.* at 656, citing *Sherbrook Turf*, 345 F.3d at 972 (quoting *Grutter v. Bollinger*, 539 U.S. 306, 339, (2003)). In its efforts to implement race-neutral alternatives, the court found NJT attempted to break larger contracts up in order to make them available to smaller contractors and continues to do so when logistically possible and feasible to the procurement department. *Id.* at 656-657.

The district court found NJT satisfied the third prong of the narrowly tailored analysis, the "relationship of the numerical goals to the relevant labor market." *Id.* at 657. Finally, under the fourth prong, the court addressed the impact on third-parties. *Id.* at 657. The court noted that placing a burden on third parties is not impermissible as long as that burden is minimized. *Id.* at 657, citing *Western States Paving*, 407 F.3d at 995. The court stated that instances will inevitably occur where non-DBEs will be bypassed for contracts that require DBE goals. However, TEA-21 and its implementing regulations contain provisions intended to minimize the burden on non-DBEs. *Id.* at 657, citing *Western States Paving*, 407 F.3d at 994-995.

The court pointed out the Ninth Circuit in *Western States Paving* found that inclusion of regulations allowing firms that were not presumed to be DBEs to demonstrate that they were socially and economically disadvantaged, and thus qualified for DBE programs, as well as the net worth limitations, were sufficient to minimize the burden on DBEs. *Id.* at 657, citing *Western States Paving*, 407 F.3d at 955. The court held that the plaintiffs did not provide evidence that NJT was not complying with implementing regulations designed to minimize harm to third parties. *Id.*

Therefore, even if the district court utilized the as-applied narrow tailoring inquiry set forth in *Western States Paving*, NJT's DBE program would not be found to violate the Constitution, as the court held it was narrowly tailored to further a compelling governmental interest. *Id.* at 657.

16. *Geod Corporation v. New Jersey Transit Corporation, et. seq.* 678 F.Supp.2d 276, 2009 WL 2595607 (D.N.J. August 20, 2009)

Plaintiffs Geod and its officers, who are white males, sued the NJT and state officials seeking a declaration that NJT's DBE program was unconstitutional and in violation of the United States 5th and 14th Amendment to the United States Constitution and the Constitution of the State of New Jersey, and seeking a permanent injunction against NJT for enforcing or utilizing its DBE program. The NJT's DBE program was implemented in accordance with the Federal DBE Program and TEA-21 and 49 CFR Part 26.

The parties filed cross Motions for Summary Judgment. The plaintiff Geod challenged the constitutionality of NJT's DBE program for multiple reasons, including alleging NJT could not justify establishing a program using race- and sex-based preferences; the NJT's disparity study did not provide a sufficient factual predicate to justify the DBE Program; NJT's statistical evidence did not establish discrimination; NJT did not have anecdotal data evidencing a "strong basis in evidence" of discrimination which justified a race- and sex-based program; NJT's program was not narrowly tailored and overinclusive; NJT could not show an exceedingly persuasive justification for gender preferences; and that NJT's program was not narrowly tailored because race-neutral alternatives existed. In opposition, NJT filed a Motion for Summary Judgment asserting that its DBE program was narrowly tailored because it fully complied with the requirements of the Federal DBE Program and TEA-21.

The district court held that states and their agencies are entitled to adopt the federal governments' compelling interest in enacting TEA-21 and its implementing regulations. 2009 WL 2595607 at *4. The court stated that plaintiff's argument that NJT cannot establish the need for its DBE program was a "red herring, which is unsupported." The plaintiff did not question the constitutionality of the compelling interest of the Federal DBE Program. The court held that all states "inherit the federal governments' compelling interest in establishing a DBE program." *Id.*

The court found that establishing a DBE program "is not contingent upon a state agency demonstrating a need for same, as the federal government has already done so." *Id.* The court concluded that this reasoning rendered plaintiff's assertions that NJT's disparity study did not have sufficient factual predicate for establishing its DBE program, and that no exceedingly persuasive justification was found to support gender based preferences, as without merit. *Id.* The court held that NJT does not need to justify establishing its DBE program, as it has already been justified by the legislature. *Id.*

The court noted that both plaintiff's and defendant's arguments were based on an alleged split in the Federal Circuit Courts of Appeal. Plaintiff Geod relies on *Western States Paving Company v. Washington State DOT*, 407 F.3d 983(9th Cir. 2005) for the proposition that an as-applied challenge to the constitutionality of a particular DBE program requires a demonstration by the recipient of federal funds that the program is narrowly tailored. *Id.* at *5. In contrast, the NJT relied primarily on *Northern Contracting, Inc. v. State of Illinois*, 473 F.3d 715 (7th Cir. 2007) for the proposition that if a DBE program complies with TEA-21, it is narrowly tailored. *Id.*

The court viewed the various Federal Circuit Court of Appeals decisions as fact specific determinations which have led to the parties distinguishing cases without any substantive difference in the application of law. *Id.*

The court reviewed the decisions by the Ninth Circuit in *Western States Paving* and the Seventh Circuit of *Northern Contracting*. In *Western States Paving*, the district court stated that the Ninth Circuit held for a DBE program to pass constitutional muster, it must be narrowly tailored; specifically, the recipient of federal funds must evidence past discrimination in the relevant market in order to utilize race conscious DBE goals. *Id.* at *5. The Ninth Circuit, according to district court, made a fact specific determination as to whether the DBE program complied with TEA-21 in order to decide if the program was narrowly tailored to meet the federal regulation's requirements. The district court stated that the requirement that a recipient must evidence past discrimination "is nothing more than a requirement of the regulation." *Id.*

The court stated that the Seventh Circuit in *Northern Contracting* held a recipient must demonstrate that its program is narrowly tailored, and that generally a recipient is insulated from this sort of constitutional attack absent a showing that the state exceeded its federal authority. *Id.*, citing *Northern Contracting*, 473 F.3d at 721. The district court held that implicit in *Northern Contracting* is the fact one may challenge the constitutionality of a DBE program, as it is applied, to the extent that the program exceeds its federal authority. *Id.*

The court, therefore, concluded that it must determine first whether NJT's DBE program complies with TEA-21, then whether NJT exceeded its federal authority in its application of its DBE program. In other words, the district court stated it must determine whether the NJT DBE program complies with TEA-21 in order to determine whether the program, as implemented by NJT, is narrowly tailored. *Id.*

The court pointed out that the Eighth Circuit Court of Appeals in *Sherbrook Turf, Inc. v. Minnesota DOT*, 345 F.3d 964 (8th Cir. 2003) found Minnesota's DBE program was narrowly tailored because it was in compliance with TEA-21's requirements. The Eighth Circuit in *Sherbrook*, according to the district court, analyzed the application of Minnesota's DBE program to ensure compliance with TEA-21's requirements to ensure that the DBE program implemented by Minnesota DOT was narrowly tailored. *Id.* at *5.

The court held that TEA-21 delegates to each state that accepts federal transportation funds the responsibility of implementing a DBE program that comports with TEA-21. In order to comport with TEA-21, the district court stated a recipient must (1) determine an appropriate DBE participation goal, (2) examine all evidence and evaluate whether an adjustment, if any, is needed to arrive at their goal, and (3) if the adjustment is based on continuing effects of past discrimination, provide demonstrable evidence that is logically and directly related to the effect for which the adjustment is sought. *Id.* at *6, citing *Western States Paving Company*, 407 F.3d at 983, 988.

First, the district court stated a recipient of federal funds must determine, at the local level, the figure that would constitute an appropriate DBE involvement goal, based on their relative availability of DBEs. *Id.* at *6, citing 49 CFR § 26.45(c). In this case, the court found that NJT did determine a base figure for the relative availability of DBEs, which accounted for demonstrable evidence of local market conditions and was designed to be rationally related to the relative availability of DBEs. *Id.*

The court pointed out that NJT conducted a disparity study, and the disparity study utilized NJT's DBE lists from fiscal years 1995-1999 and Census Data to determine its base DBE goal. The court noted that the plaintiffs' argument that the data used in the disparity study were stale was without merit and had no basis in law. The court found that the disparity study took into account the primary industries, primary geographic market, and race neutral alternatives, then adjusted its goal to encompass these characteristics. *Id.* at *6.

The court stated that the use of DBE directories and Census data are what the legislature intended for state agencies to utilize in making a base DBE goal determination. *Id.* Also, the court stated that "perhaps more importantly, NJT's DBE goal was approved by the USDOT every year from 2002 until 2008." *Id.* at *6. Thus, the court found NJT appropriately determined their DBE availability, which was approved by the USDOT, pursuant to 49 CFR § 26.45(c). *Id.* at *6. The court held that NJT demonstrated its overall DBE goal is based on demonstrable evidence of the availability of ready, willing, and able DBEs relative to all businesses ready, willing, and able to participate in DOT assisted contracts and reflects its determination of the level of DBE participation it would expect absent the effects of discrimination. *Id.*

Also of significance, the court pointed out that plaintiffs did not provide any evidence that NJT did not set a DBE goal based upon 49 C.F. § 26.45(c). The court thus held that genuine issues of material fact remain only as to whether a reasonable jury may find that the method used by NJT to determine its DBE goal was sufficiently narrowly tailored. *Id.* at *6.

The court pointed out that to determine what adjustment to make, the disparity study examined qualitative data such as focus groups on the pre-qualification status of DBEs, working with prime contractors, securing credit, and its effect on DBE participation, as well as procurement officer interviews to analyze, and compare and contrast their relationships with non-DBE vendors and DBE vendors. *Id.* at *7. This qualitative information was then compared to DBE bids and DBE goals for each year in question. NJT's adjustment to its DBE goal also included an analysis of the overall disparity ratio, as well as, DBE utilization based on race, gender and ethnicity. *Id.* A decomposition analysis was also performed. *Id.*

The court concluded that NJT provided evidence that it, at a minimum, examined the current capacity of DBEs to perform work in its DOT-assisted contracting program, as measured by the volume of work DBEs have performed in recent years, as well as utilizing the disparity study itself. The court pointed out there were two methods specifically approved by 49 CFR § 26.45(d). *Id.*

The court also found that NJT took into account race neutral measures to ensure that the greatest percentage of DBE participation was achieved through race and gender neutral means. The district court concluded that "critically," plaintiffs failed to provide evidence of another, more perfect, method that could have been utilized to adjust NJT's DBE goal. *Id.* at *7. The court held that genuine issues of material fact remain only as to whether NJT's adjustment to its DBE goal is sufficiently narrowly tailored and thus constitutional. *Id.*

NJT, the court found, adjusted its DBE goal to account for the effects of past discrimination, noting the disparity study took into account the effects of past discrimination in the pre-qualification process of DBEs. *Id.* at *7. The court quoted the disparity study as stating that it found non-trivial

and statistically significant measures of discrimination in contract amounts awarded during the study period. *Id.* at *8.

The court found, however, that what was “gravely critical” about the finding of the past effects of discrimination is that it only took into account six groups including American Indian, Hispanic, Asian, blacks, women and “unknown,” but did not include an analysis of past discrimination for the ethnic group “Iraqi,” which is now a group considered to be a DBE by the NJT. *Id.* Because the disparity report included a category entitled “unknown,” the court held a genuine issue of material fact remains as to whether “Iraqi” is legitimately within NJT’s defined DBE groups and whether a demonstrable finding of discrimination exists for Iraqis. Therefore, the court denied both plaintiffs’ and defendants’ Motions for Summary Judgment as to the constitutionality of NJT’s DBE program.

The court also held that because the law was not clearly established at the time NJT established its DBE program to comply with TEA-21, the individual state defendants were entitled to qualified immunity and their Motion for Summary Judgment as to the state officials was granted. The court, in addition, held that plaintiff’s Title VI claims were dismissed because the individual defendants were not recipients of federal funds, and that the NJT as an instrumentality of the State of New Jersey is entitled to sovereign immunity. Therefore, the court held that the plaintiff’s claims based on the violation of 42 U.S.C. § 1983 were dismissed and NJT’s Motion for Summary Judgment was granted as to that claim.

17. South Florida Chapter of the Associated General Contractors v. Broward County, Florida, 544 F. Supp.2d 1336 (S.D. Fla. 2008)

Plaintiff, the South Florida Chapter of the Associated General Contractors, brought suit against the Defendant, Broward County, Florida challenging Broward County’s implementation of the Federal DBE Program and Broward County’s issuance of contracts pursuant to the Federal DBE Program. Plaintiff filed a Motion for a Preliminary Injunction. The court considered only the threshold legal issue raised by plaintiff in the Motion, namely whether or not the decision in *Western States Paving Company v. Washington State Department of Transportation*, 407 F.3d 983 (9th Cir. 2005) should govern the Court’s consideration of the merits of plaintiffs’ claim. 544 F.Supp.2d at 1337. The court identified the threshold legal issue presented as essentially, “whether compliance with the federal regulations is all that is required of Defendant Broward County.” *Id.* at 1338.

The Defendant County contended that as a recipient of federal funds implementing the Federal DBE Program, all that is required of the County is to comply with the federal regulations, relying on case law from the Seventh Circuit in support of its position. 544 F.Supp.2d at 1338, *citing Northern Contracting v. Illinois*, 473 F.3d 715 (7th Cir. 2007). The plaintiffs disagreed, and contended that the County must take additional steps beyond those explicitly provided for in the federal regulations to ensure the constitutionality of the County’s implementation of the Federal DBE Program, as administered in the County, *citing Western States Paving*, 407 F.3d 983. The court found that there was no case law on point in the Eleventh Circuit Court of Appeals. *Id.* at 1338.

Ninth Circuit Approach: *Western States*. The district court analyzed the Ninth Circuit Court of Appeals approach in *Western States Paving* and the Seventh Circuit approach in *Milwaukee County Pavers Association v. Fiedler*, 922 F.2d 419 (7th Cir. 1991) and *Northern Contracting*, 473 F.3d 715. The district court in Broward County concluded that the Ninth Circuit in *Western States Paving* held that

whether Washington's DBE program is narrowly tailored to further Congress's remedial objective depends upon the presence or absence of discrimination in the State's transportation contracting industry, and that it was error for the district court in *Western States Paving* to uphold Washington's DBE program simply because the state had complied with the federal regulations. 544 F.Supp.2d at 1338-1339. The district court in Broward County pointed out that the Ninth Circuit in *Western States Paving* concluded it would be necessary to undertake an as-applied inquiry into whether the state's program is narrowly tailored. 544 F.Supp.2d at 1339, *citing Western States Paving*, 407 F.3d at 997.

In a footnote, the district court in *Broward County* noted that the USDOT "appears not to be of one mind on this issue, however." 544 F.Supp.2d at 1339, n. 3. The district court stated that the "United States DOT has, in analysis posted on its Web site, implicitly instructed states and localities outside of the Ninth Circuit to ignore the *Western States Paving* decision, which would tend to indicate that this agency may not concur with the 'opinion of the United States' as represented in *Western States*." 544 F.Supp.2d at 1339, n. 3. The district court noted that the United States took the position in the *Western States Paving* case that the "state would have to have evidence of past or current effects of discrimination to use race-conscious goals." 544 F.Supp.2d at 1338, *quoting Western States Paving*.

The Court also pointed out that the Eighth Circuit Court of Appeals in *Sherbrooke Turf, Inc. v. Minnesota Department of Transportation*, 345 F.3d 964 (8th Cir. 2003) reached a similar conclusion as in *Western States Paving*. 544 F.Supp.2d at 1339. The Eighth Circuit in *Sherbrooke*, like the court in *Western States Paving*, "concluded that the federal government had delegated the task of ensuring that the state programs are narrowly tailored, and looked to the underlying data to determine whether those programs were, in fact, narrowly tailored, rather than simply relying on the states' compliance with the federal regulations." 544 F.Supp.2d at 1339.

Seventh Circuit Approach: Milwaukee County and Northern Contracting. The district court in Broward County next considered the Seventh Circuit approach. The Defendants in Broward County agreed that the County must make a local finding of discrimination for its program to be constitutional. 544 F.Supp.2d at 1339. The County, however, took the position that it must make this finding through the process specified in the federal regulations, and should not be subject to a lawsuit if that process is found to be inadequate. *Id.* In support of this position, the County relied primarily on the Seventh Circuit's approach, first articulated in *Milwaukee County Pavers Association v. Fiedler*, 922 F.2d 419 (7th Cir. 1991), then *reaffirmed* in *Northern Contracting*, 473 F.3d 715 (7th Cir. 2007). 544 F.Supp.2d at 1339.

Based on the Seventh Circuit approach, insofar as the state is merely doing what the statute and federal regulations envisage and permit, the attack on the state is an impermissible collateral attack on the federal statute and regulations. 544 F.Supp.2d at 1339-1340. This approach concludes that a state's role in the federal program is simply as an agent, and insofar "as the state is merely complying with federal law it is acting as the agent of the federal government and is no more subject to being enjoined on equal protection grounds than the federal civil servants who drafted the regulations." 544 F.Supp.2d at 1340, *quoting Milwaukee County Pavers*, 922 F.2d at 423.

The Ninth Circuit addressed the *Milwaukee County Pavers* case in *Western States Paving*, and attempted to distinguish that case, concluding that the constitutionality of the federal statute and regulations were not at issue in *Milwaukee County Pavers*. 544 F.Supp.2d at 1340. In 2007, the Seventh Circuit followed

up the critiques made in *Western States Paving* in the *Northern Contracting* decision. *Id.* The Seventh Circuit in *Northern Contracting* concluded that the majority in *Western States Paving* misread its decision in *Milwaukee County Pavers* as did the Eighth Circuit Court of Appeals in *Sherbrooke*. 544 F.Supp.2d at 1340, citing *Northern Contracting*, 473 F.3d at 722, n.5. The district court in Broward County pointed out that the Seventh Circuit in *Northern Contracting* emphasized again that the state DOT is acting as an instrument of federal policy, and a plaintiff cannot collaterally attack the federal regulations through a challenge to the state DOT's program. 544 F.Supp.2d at 1340, citing *Northern Contracting*, 473 F.3d at 722.

The district court in *Broward County* stated that other circuits have concurred with this approach, including the Sixth Circuit Court of Appeals decision in *Tennessee Asphalt Company v. Farris*, 942 F.2d 969 (6th Cir. 1991). 544 F.Supp.2d at 1340. The district court in *Broward County* held that the Tenth Circuit Court of Appeals took a similar approach in *Ellis v. Skinner*, 961 F.2d 912 (10th Cir. 1992). 544 F.Supp.2d at 1340. The district court in *Broward County* held that these Circuit Courts of Appeal have concluded that “where a state or county fully complies with the federal regulations, it cannot be enjoined from carrying out its DBE program, because any such attack would simply constitute an improper collateral attack on the constitutionality of the regulations.” 544 F.Supp.2d at 1340-41.

The district court in *Broward County* held that it agreed with the approach taken by the Seventh Circuit Court of Appeals in *Milwaukee County Pavers* and *Northern Contracting* and concluded that “the appropriate factual inquiry in the instant case is whether or not Broward County has fully complied with the federal regulations in implementing its DBE program.” 544 F.Supp.2d at 1341. It is significant to note that the plaintiffs did not challenge the as-applied constitutionality of the federal regulations themselves, but rather focused their challenge on the constitutionality of Broward County's actions in carrying out the DBE program. 544 F.Supp.2d at 1341. The district court in *Broward County* held that this type of challenge is “simply an impermissible collateral attack on the constitutionality of the statute and implementing regulations.” *Id.*

The district court concluded that it would apply the case law as set out in the Seventh Circuit Court of Appeals and concurring circuits, and that the trial in this case would be conducted solely for the purpose of establishing whether or not the County has complied fully with the federal regulations in implementing its DBE program. 544 F.Supp.2d at 1341.

Subsequently, there was a Stipulation of Dismissal filed by all parties in the district court, and an Order of Dismissal was filed without a trial of the case in November 2008.

18. *Western States Paving Co. v. Washington DOT, USDOT & FHWA*, 2006 WL 1734163 (W.D. Wash. June 23, 2006) (unpublished opinion)

This case was before the district court pursuant to the Ninth Circuit's remand order in *Western States Paving Co. Washington DOT, USDOT, and FHWA*, 407 F.3d 983 (9th Cir. 2005), *cert. denied*, 546 U.S. 1170 (2006). In this decision, the district court adjudicated cross Motions for Summary Judgment on plaintiff's claim for injunction and for damages under 42 U.S.C. §§1981, 1983, and §2000d.

Because the WSDOT voluntarily discontinued its DBE program after the Ninth Circuit decision, *supra*, the district court dismissed plaintiff's claim for injunctive relief as moot. The court found “it is absolutely clear in this case that WSDOT will not resume or continue the activity the Ninth Circuit

found unlawful in *Western States*,” and cited specifically to the informational letters WSDOT sent to contractors informing them of the termination of the program.

Second, the court dismissed Western States Paving’s claims under 42 U.S.C. §§ 1981, 1983, and 2000d against Clark County and the City of Vancouver holding neither the City or the County acted with the requisite discriminatory intent. The court held the County and the City were merely implementing the WSDOT’s unlawful DBE program and their actions in this respect were involuntary and required no independent activity. The court also noted that the County and the City were not parties to the precise discriminatory actions at issue in the case, which occurred due to the conduct of the “State defendants.” Specifically, the WSDOT — and not the County or the City — developed the DBE program without sufficient anecdotal and statistical evidence, and improperly relied on the affidavits of contractors seeking DBE certification “who averred that they had been subject to ‘general societal discrimination.’”

Third, the court dismissed plaintiff’s 42 U.S.C. §§ 1981 and 1983 claims against WSDOT, finding them barred by the Eleventh Amendment sovereign immunity doctrine. However, the court allowed plaintiff’s 42 U.S.C. §2000d claim to proceed against WSDOT because it was not similarly barred. The court held that Congress had conditioned the receipt of federal highway funds on compliance with Title VI (42 U.S.C. § 2000d et seq.) and the waiver of sovereign immunity from claims arising under Title VI. Section 2001 specifically provides that “a State shall not be immune under the Eleventh Amendment of the Constitution of the United States from suit in Federal court for a violation of ... Title VI.” The court held that this language put the WSDOT on notice that it faced private causes of action in the event of noncompliance.

The court held that WSDOT’s DBE program was not narrowly tailored to serve a compelling government interest. The court stressed that discriminatory intent is an essential element of a plaintiff’s claim under Title VI. The WSDOT argued that even if sovereign immunity did not bar plaintiff’s §2000d claim, WSDOT could be held liable for damages because there was no evidence that WSDOT staff knew of or consciously considered plaintiff’s race when calculating the annual utilization goal. The court held that since the policy was not “facially neutral” — and was in fact “specifically race conscious” — any resulting discrimination was therefore intentional, whether the reason for the classification was benign or its purpose remedial. As such, WSDOT’s program was subject to strict scrutiny.

In order for the court to uphold the DBE program as constitutional, WSDOT had to show that the program served a compelling interest and was narrowly tailored to achieve that goal. The court found that the Ninth Circuit had already concluded that the program was not narrowly tailored and the record was devoid of any evidence suggesting that minorities currently suffer or have suffered discrimination in the Washington transportation contracting industry. The court therefore denied WSDOT’s Motion for Summary Judgment on the §2000d claim. The remedy available to Western States remains for further adjudication and the case is currently pending.

19. *Northern Contracting, Inc. v. Illinois*, 2005 WL 2230195 (N.D. Ill., 2005), affirmed, 473 F.3d 715 (7th Cir. 2007)

This decision is the district court's order that was affirmed by the Seventh Circuit Court of Appeals. This decision is instructive in that it is one of the recent cases to address the validity of the Federal DBE Program and local and state governments' implementation of the program as recipients of federal funds. The case also is instructive in that the court set forth a detailed analysis of race-, ethnicity-, and gender-neutral measures as well as evidentiary data required to satisfy constitutional scrutiny.

The district court conducted a trial after denying the parties' Motions for Summary Judgment in *Northern Contracting, Inc. v. State of Illinois, Illinois DOT, and USDOT*, 2004 WL 422704 (N.D. Ill. March 3, 2004), discussed *infra*. The following summarizes the opinion of the district court.

Northern Contracting, Inc. (the "plaintiff"), an Illinois highway contractor, sued the State of Illinois, the Illinois DOT, the United States DOT, and federal and state officials seeking a declaration that federal statutory provisions, the federal implementing regulations ("TEA-21"), the state statute authorizing the DBE program, and the Illinois DBE program itself were unlawful and unconstitutional. 2005 WL 2230195 at *1 (N.D. Ill. Sept, 8, 2005).

Under TEA-21, a recipient of federal funds is required to meet the "maximum feasible portion" of its DBE goal through race-neutral means. *Id.* at *4 (citing regulations). If a recipient projects that it cannot meet its overall DBE goal through race-neutral means, it must establish contract goals to the extent necessary to achieve the overall DBE goal. *Id.* (citing regulation). [The court provided an overview of the pertinent regulations including compliance requirements and qualifications for DBE status.]

Statistical evidence. To calculate its 2005 DBE participation goals, IDOT followed the two-step process set forth in TEA-21: (1) calculation of a base figure for the relative availability of DBEs, and (2) consideration of a possible adjustment of the base figure to reflect the effects of the DBE program and the level of participation that would be expected but for the effects of past and present discrimination. *Id.* at *6. IDOT engaged in a study to calculate its base figure and conduct a custom census to determine whether a more reliable method of calculation existed as opposed to its previous method of reviewing a bidder's list. *Id.*

In compliance with TEA-21, IDOT used a study to evaluate the base figure using a six-part analysis: (1) the study identified the appropriate and relevant geographic market for its contracting activity and its prime contractors; (2) the study identified the relevant product markets in which IDOT and its prime contractors contract; (3) the study sought to identify all available contractors and subcontractors in the relevant industries within Illinois using Dun & Bradstreet's *Marketplace*; (4) the study collected lists of DBEs from IDOT and 20 other public and private agencies; (5) the study attempted to correct for the possibility that certain businesses listed as DBEs were no longer qualified or, alternatively, businesses not listed as DBEs but qualified as such under the federal regulations; and (6) the study attempted to correct for the possibility that not all DBE businesses were listed in the various directories. *Id.* at *6-7. The study utilized a standard statistical sampling procedure to correct for the latter two biases. *Id.* at *7. The study thus calculated a weighted average base figure of 22.7 percent. *Id.*

IDOT then adjusted the base figure based upon two disparity studies and some reports considering whether the DBE availability figures were artificially low due to the effects of past discrimination. *Id.* at *8. One study examined disparities in earnings and business formation rates as between DBEs and their white male-owned counterparts. *Id.* Another study included a survey reporting that DBEs are rarely utilized in non-goals projects. *Id.*

IDOT considered three reports prepared by expert witnesses. *Id.* at *9. The first report concluded that minority- and women-owned businesses were underutilized relative to their capacity and that such underutilization was due to discrimination. *Id.* The second report concluded, after controlling for relevant variables such as credit worthiness, “that minorities and women are less likely to form businesses, and that when they do form businesses, those businesses achieve lower earnings than did businesses owned by white males.” *Id.* The third report, again controlling for relevant variables (education, age, marital status, industry and wealth), concluded that minority- and female-owned businesses’ formation rates are lower than those of their white male counterparts, and that such businesses engage in a disproportionate amount of government work and contracts as a result of their inability to obtain private sector work. *Id.*

IDOT also conducted a series of public hearings in which a number of DBE owners who testified that they “were rarely, if ever, solicited to bid on projects not subject to disadvantaged-firm hiring goals.” *Id.* Additionally, witnesses identified 20 prime contractors in IDOT District 1 alone who rarely or never solicited bids from DBEs on non-goals projects. *Id.* The prime contractors did not respond to IDOT’s requests for information concerning their utilization of DBEs. *Id.*

Finally, IDOT reviewed unremediated market data from four different markets (the Illinois State Toll Highway Authority, the Missouri DOT, Cook County’s public construction contracts, and a “non-goals” experiment conducted by IDOT between 2001 and 2002), and considered past utilization of DBEs on IDOT projects. *Id.* at *11. After analyzing all of the data, the study recommended an upward adjustment to 27.51 percent. However, IDOT decided to maintain its figure at 22.77 percent. *Id.*

IDOT’s representative testified that the DBE program was administered on a “contract-by-contract basis.” *Id.* She testified that DBE goals have no effect on the award of prime contracts but that contracts are awarded exclusively to the “lowest responsible bidder.” IDOT also allowed contractors to petition for a waiver of individual contract goals in certain situations (*e.g.*, where the contractor has been unable to meet the goal despite having made reasonable good faith efforts). *Id.* at *12. Between 2001 and 2004, IDOT received waiver requests on 8.53 percent of its contracts and granted three out of four; IDOT also provided an appeal procedure for a denial from a waiver request. *Id.*

IDOT implemented a number of race- and gender-neutral measures both in its fiscal year 2005 plan and in response to the district court’s earlier summary judgment order, including:

1. A “prompt payment provision” in its contracts, requiring that subcontractors be paid promptly after they complete their work, and prohibiting prime contractors from delaying such payments;

2. An extensive outreach program seeking to attract and assist DBE and other small firms enter and achieve success in the industry (including retaining a network of consultants to provide management, technical and financial assistance to small businesses, and sponsoring networking sessions throughout the state to acquaint small firms with larger contractors and to encourage the involvement of small firms in major construction projects);
3. Reviewing the criteria for prequalification to reduce any unnecessary burdens;
4. “Unbundling” large contracts; and
5. Allocating some contracts for bidding only by firms meeting the SBA’s definition of small businesses.

Id. (internal citations omitted). IDOT was also in the process of implementing bonding and financing initiatives to assist emerging contractors obtain guaranteed bonding and lines of credit, and establishing a mentor-protégé program. *Id.*

The court found that IDOT attempted to achieve the “maximum feasible portion” of its overall DBE goal through race- and gender-neutral measures. *Id.* at *13. The court found that IDOT determined that race- and gender-neutral measures would account for 6.43 percent of its DBE goal, leaving 16.34 percent to be reached using race- and gender-conscious measures. *Id.*

Anecdotal evidence. A number of DBE owners testified to instances of perceived discrimination and to the barriers they face. *Id.* The DBE owners also testified to difficulties in obtaining work in the private sector and “unanimously reported that they were rarely invited to bid on such contracts.” *Id.* The DBE owners testified to a reluctance to submit unsolicited bids due to the expense involved and identified specific firms that solicited bids from DBEs for goals projects but not for non-goals projects. *Id.* A number of the witnesses also testified to specific instances of discrimination in bidding, on specific contracts, and in the financing and insurance markets. *Id.* at *13-14. One witness acknowledged that all small firms face difficulties in the financing and insurance markets, but testified that it is especially burdensome for DBEs who “frequently are forced to pay higher insurance rates due to racial and gender discrimination.” *Id.* at *14. The DBE witnesses also testified they have obstacles in obtaining prompt payment. *Id.*

The plaintiff called a number of non-DBE business owners who unanimously testified that they solicit business equally from DBEs and non-DBEs on non-goals projects. *Id.* Some non-DBE firm owners testified that they solicit bids from DBEs on a goals project for work they would otherwise complete themselves absent the goals; others testified that they “occasionally award work to a DBE that was not the low bidder in order to avoid scrutiny from IDOT.” *Id.* A number of non-DBE firm owners accused of failing to solicit bids from DBEs on non-goals projects testified and denied the allegations. *Id.* at *15.

Strict scrutiny. The court applied strict scrutiny to the program as a whole (including the gender-based preferences). *Id.* at *16. The court, however, set forth a different burden of proof, finding that the government must demonstrate identified discrimination with specificity and must have a “‘strong basis in evidence’ to conclude that remedial action was necessary, before it embarks on an affirmative action program ... If the government makes such a showing, the party challenging the affirmative action plan bears the ‘ultimate burden’ of demonstrating the unconstitutionality of the program.” *Id.* The court held that challenging party’s burden “can only be met by presenting credible evidence to rebut the government’s proffered data.” *Id.* at *17.

To satisfy strict scrutiny, the court found that IDOT did not need to demonstrate an independent compelling interest; however, as part of the narrowly tailored prong, IDOT needed to show “that there is a demonstrable need for the implementation of the Federal DBE Program within its jurisdiction.” *Id.* at *16.

The court found that IDOT presented “an abundance” of evidence documenting the disparities between DBEs and non-DBEs in the construction industry. *Id.* at *17. The plaintiff argued that the study was “erroneous because it failed to limit its DBE availability figures to those firms ... registered and pre-qualified with IDOT.” *Id.* The plaintiff also alleged the calculations of the DBE utilization rate were incorrect because the data included IDOT subcontracts and prime contracts, despite the fact that the latter are awarded to the lowest bidder as a matter of law. *Id.* Accordingly, the plaintiff alleged that IDOT’s calculation of DBE availability and utilization rates was incorrect. *Id.*

The court found that other jurisdictions had utilized the custom census approach without successful challenge. *Id.* at *18. Additionally, the court found “that the remedial nature of the federal statutes counsels for the casting of a broader net when measuring DBE availability.” *Id.* at *19. The court found that IDOT presented “an array of statistical studies concluding that DBEs face disproportionate hurdles in the credit, insurance, and bonding markets.” *Id.* at *21. The court also found that the statistical studies were consistent with the anecdotal evidence. *Id.* The court did find, however, that “there was no evidence of even a single instance in which a prime contractor failed to award a job to a DBE that offered the low bid. This ... is [also] supported by the statistical data ... which shows that at least at the level of subcontracting, DBEs are generally utilized at a rate in line with their ability.” *Id.* at *21, n. 31. Additionally, IDOT did not verify the anecdotal testimony of DBE firm owners who testified to barriers in financing and bonding. However, the court found that such verification was unnecessary. *Id.* at *21, n. 32.

The court further found:

That such discrimination indirectly affects the ability of DBEs to compete for prime contracts, despite the fact that they are awarded solely on the basis of low bid, cannot be doubted: ‘[E]xperience and size are not race- and gender-neutral variables ... [DBE] construction firms are generally smaller and less experienced *because of* industry discrimination.’

Id. at *21, *citing Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950 (10th Cir. 2003).

The parties stipulated to the fact that DBE utilization goals exceed DBE availability for 2003 and 2004. *Id.* at *22. IDOT alleged, and the court so found, that the high utilization on goals projects was

due to the success of the DBE program, and not to an absence of discrimination. *Id.* The court found that the statistical disparities coupled with the anecdotal evidence indicated that IDOT's fiscal year 2005 goal was a "'plausible lower-bound estimate' of DBE participation in the absence of discrimination." *Id.* The court found that the plaintiff did not present persuasive evidence to contradict or explain IDOT's data. *Id.*

The plaintiff argued that even if accepted at face value, IDOT's marketplace data did not support the imposition of race- and gender-conscious remedies because there was no evidence of direct discrimination by prime contractors. *Id.* The court found first that IDOT's indirect evidence of discrimination in the bonding, financing, and insurance markets was sufficient to establish a compelling purpose. *Id.* Second, the court found:

[M]ore importantly, plaintiff fails to acknowledge that, in enacting its DBE program, IDOT acted not to remedy its own prior discriminatory practices, but pursuant to federal law, which both authorized and required IDOT to remediate the effects of *private* discrimination on federally-funded highway contracts. This is a fundamental distinction ... [A] state or local government need not independently identify a compelling interest when its actions come in the course of enforcing a federal statute.

Id. at *23. The court distinguished *Builders Ass'n of Greater Chicago v. County of Cook*, 123 F. Supp.2d 1087 (N.D. Ill. 2000), *aff'd* 256 F.3d 642 (7th Cir. 2001), noting that the program in that case was not federally-funded. *Id.* at *23, n. 34.

The court also found that "IDOT has done its best to maximize the portion of its DBE goal" through race- and gender-neutral measures, including anti-discrimination enforcement and small business initiatives. *Id.* at *24. The anti-discrimination efforts included: an internet website where a DBE can file an administrative complaint if it believes that a prime contractor is discriminating on the basis of race or gender in the award of sub-contracts; and requiring contractors seeking prequalification to maintain and produce solicitation records on all projects, both public and private, with and without goals, as well as records of the bids received and accepted. *Id.* The small business initiative included: "unbundling" large contracts; allocating some contracts for bidding only by firms meeting the SBA's definition of small businesses; a "prompt payment provision" in its contracts, requiring that subcontractors be paid promptly after they complete their work, and prohibiting prime contractors from delaying such payments; and an extensive outreach program seeking to attract and assist DBE and other small firms DBE and other small firms enter and achieve success in the industry (including retaining a network of consultants to provide management, technical and financial assistance to small businesses, and sponsoring networking sessions throughout the state to acquaint small firms with larger contractors and to encourage the involvement of small firms in major construction projects). *Id.*

The court found "[s]ignificantly, plaintiff did not question the efficacy or sincerity of these race- and gender-neutral measures." *Id.* at *25. Additionally, the court found the DBE program had significant flexibility in that utilized contract-by-contract goal setting (without a fixed DBE participation minimum) and contained waiver provisions. *Id.* The court found that IDOT approved 70 percent of waiver requests although waivers were requested on only 8 percent of all contracts. *Id.*, citing *Adarand Constructors, Inc. v. Slater "Adarand VII"*, 228 F.3d 1147, 1177 (10th Cir. 2000) (citing for the proposition that flexibility and waiver are critically important).

The court held that IDOT's DBE plan was narrowly tailored to the goal of remedying the effects of racial and gender discrimination in the construction industry, and was therefore constitutional.

20. *Northern Contracting, Inc. v. State of Illinois, Illinois DOT, and USDOT*, 2004 WL 422704 (N.D. Ill. March 3, 2004)

This is the earlier decision in *Northern Contracting, Inc.*, 2005 WL 2230195 (N.D. Ill. Sept. 8, 2005), *see* above, which resulted in the remand of the case to consider the implementation of the Federal DBE Program by the IDOT. This case involves the challenge to the Federal DBE Program. The plaintiff contractor sued the IDOT and the USDOT challenging the facial constitutionality of the Federal DBE Program (TEA-21 and 49 CFR Part 26) as well as the implementation of the Federal Program by the IDOT (*i.e.*, the IDOT DBE Program). The court held valid the Federal DBE Program, finding there is a compelling governmental interest and the federal program is narrowly tailored. The court also held there are issues of fact regarding whether IDOT's DBE Program is narrowly tailored to achieve the federal government's compelling interest. The court denied the Motions for Summary Judgment filed by the plaintiff and by IDOT, finding there were issues of material fact relating to IDOT's implementation of the Federal DBE Program.

The court in *Northern Contracting*, held that there is an identified compelling governmental interest for implementing the Federal DBE Program and that the Federal DBE Program is narrowly tailored to further that interest. Therefore, the court granted the Federal defendants' Motion for Summary Judgment challenging the validity of the Federal DBE Program. In this connection, the district court followed the decisions and analysis in *Sherbrooke Turf, Inc. v. Minnesota Department of Transportation*, 345 F.3d 964 (8th Cir. 2003) and *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000) ("*Adarand VII*"), *cert. granted then dismissed as improvidently granted*, 532 U.S. 941, 534 U.S. 103 (2001). The court held, like these two Courts of Appeals that have addressed this issue, that Congress had a strong basis in evidence to conclude that the DBE Program was necessary to redress private discrimination in federally-assisted highway subcontracting. The court agreed with the *Adarand VII* and *Sherbrooke Turf* courts that the evidence presented to Congress is sufficient to establish a compelling governmental interest, and that the contractors had not met their burden of introducing credible particularized evidence to rebut the Government's initial showing of the existence of a compelling interest in remedying the nationwide effects of past and present discrimination in the federal construction procurement subcontracting market. 2004 WL422704 at *34, *citing Adarand VII*, 228 F.3d at 1175.

In addition, the court analyzed the second prong of the strict scrutiny test, whether the government provided sufficient evidence that its program is narrowly tailored. In making this determination, the court looked at several factors, such as the efficacy of alternative remedies; the flexibility and duration of the race-conscious remedies, including the availability of waiver provisions; the relationships between the numerical goals and relevant labor market; the impact of the remedy on third parties; and whether the program is over-or-under-inclusive. The narrow tailoring analysis with regard to the as-applied challenge focused on IDOT's implementation of the Federal DBE Program.

First, the court held that the Federal DBE Program does not mandate the use of race-conscious measures by recipients of federal dollars, but in fact requires only that the goal reflect the recipient's determination of the level of DBE participation it would expect absent the effects of the discrimination. 49 CFR § 26.45(b). The court recognized, as found in the *Sherbrooke Turf* and *Adarand*

VII cases, that the Federal Regulations place strong emphasis on the use of race-neutral means to increase minority business participation in government contracting, that although narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, it does require “serious, good faith consideration of workable race-neutral alternatives.” 2004 WL422704 at *36, *citing* and *quoting Sherbrooke Turf*, 345 F.3d at 972, *quoting Grutter v. Bollinger*, 539 U.S. 306 (2003). The court held that the Federal regulations, which prohibit the use of quotas and severely limit the use of set-asides, meet this requirement. The court agreed with the *Adarand VII* and *Sherbrooke Turf* courts that the Federal DBE Program does require recipients to make a serious good faith consideration of workable race-neutral alternatives before turning to race-conscious measures.

Second, the court found that because the Federal DBE Program is subject to periodic reauthorization, and requires recipients of Federal dollars to review their programs annually, the Federal DBE scheme is appropriately limited to last no longer than necessary.

Third, the court held that the Federal DBE Program is flexible for many reasons, including that the presumption that women and minority are socially disadvantaged is deemed rebutted if an individual’s personal net worth exceeds \$750,000.00, and a firm owned by individual who is not presumptively disadvantaged may nevertheless qualify for such status if the firm can demonstrate that its owners are socially and economically disadvantaged. 49 CFR § 26.67(b)(1)(d). The court found other aspects of the Federal Regulations provide ample flexibility, including recipients may obtain waivers or exemptions from any requirements. Recipients are not required to set a contract goal on every USDOT-assisted contract. If a recipient estimates that it can meet the entirety of its overall goals for a given year through race-neutral means, it must implement the Program without setting contract goals during the year. If during the course of any year in which it is using contract goals a recipient determines that it will exceed its overall goals, it must adjust the use of race-conscious contract goals accordingly. 49 CFR § 26.51(e)(f). Recipients also administering a DBE Program in good faith cannot be penalized for failing to meet their DBE goals, and a recipient may terminate its DBE Program if it meets its annual overall goal through race-neutral means for two consecutive years. 49 CFR § 26.51(f). Further, a recipient may award a contract to a bidder/offeror that does not meet the DBE Participation goals so long as the bidder has made adequate good faith efforts to meet the goals. 49 CFR § 26.53(a)(2). The regulations also prohibit the use of quotas. 49 CFR § 26.43.

Fourth, the court agreed with the *Sherbrooke Turf* court’s assessment that the Federal DBE Program requires recipients to base DBE goals on the number of ready, willing and able disadvantaged business in the local market, and that this exercise requires recipients to establish realistic goals for DBE participation in the relevant labor markets.

Fifth, the court found that the DBE Program does not impose an unreasonable burden on third parties, including non-DBE subcontractors and taxpayers. The court found that the Federal DBE Program is a limited and properly tailored remedy to cure the effects of prior discrimination, a sharing of the burden by parties such as non-DBEs is not impermissible.

Finally, the court found that the Federal DBE Program was not overinclusive because the regulations do not provide that every women and every member of a minority group is disadvantaged. Preferences are limited to small businesses with a specific average annual gross receipts over three fiscal years of \$16.6 million or less (at the time of this decision), and businesses whose owners’

personal net worth exceed \$750,000.00 are excluded. 49 CFR § 26.67(b)(1). In addition, a firm owned by a white male may qualify as socially and economically disadvantaged. 49 CFR § 26.67(d).

The court analyzed the constitutionality of the IDOT DBE Program. The court adopted the reasoning of the Eighth Circuit in *Sherbrooke Turf*, that a recipient's implementation of the Federal DBE Program must be analyzed under the narrow tailoring analysis but not the compelling interest inquiry. Therefore, the court agreed with *Sherbrooke Turf* that a recipient need not establish a distinct compelling interest before implementing the Federal DBE Program, but did conclude that a recipient's implementation of the Federal DBE Program must be narrowly tailored. The court found that issues of fact remain in terms of the validity of the IDOT's DBE Program as implemented in terms of whether it was narrowly tailored to achieve the Federal Government's compelling interest. The court, therefore, denied the contractor plaintiff's Motion for Summary Judgment and the Illinois DOT's Motion for Summary Judgment.

21. *Sherbrooke Turf, Inc. v. Minnesota DOT*, 2001 WL 1502841, No. 00-CV-1026 (D. Minn. 2001) (unpublished opinion), affirmed 345 F.3d 964 (8th Cir. 2003)

Sherbrooke involved a landscaping service contractor owned and operated by Caucasian males. The contractor sued the Minnesota DOT claiming the Federal DBE provisions of the TEA-21 are unconstitutional. *Sherbrooke* challenged the “federal affirmative action programs,” the USDOT implementing regulations, and the Minnesota DOT's participation in the DBE Program. The USDOT and the FHWA intervened as Federal defendants in the case. *Sherbrooke*, 2001 WL 1502841 at *1.

The United States District Court in *Sherbrooke* relied substantially on the Tenth Circuit Court of Appeals decision in *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000), in holding that the Federal DBE Program is constitutional. The district court addressed the issue of “random inclusion” of various groups as being within the Program in connection with whether the Federal DBE Program is “narrowly tailored.” The court held that Congress cannot enact a national program to remedy discrimination without recognizing classes of people whose history has shown them to be subject to discrimination and allowing states to include those people in its DBE Program.

The court held that the Federal DBE Program attempts to avoid the “potentially invidious effects of providing blanket benefits to minorities” in part,

by restricting a state's DBE preference to identified groups actually appearing in the target state. In practice, this means Minnesota can only certify members of one or another group as potential DBEs if they are present in the local market. This minimizes the chance that individuals — simply on the basis of their birth — will benefit from Minnesota's DBE program. If a group is not present in the local market, or if they are found in such small numbers that they cannot be expected to be able to participate in the kinds of construction work TEA-21 covers, that group will not be included in the accounting used to set Minnesota's overall DBE contracting goal.

Sherbrooke, 2001 WL 1502841 at *10 (D. Minn.).

The court rejected plaintiff's claim that the Minnesota DOT must independently demonstrate how its program comports with *Crosby's* strict scrutiny standard. The court held that the "Constitution calls out for different requirements when a state implements a federal affirmative action program, as opposed to those occasions when a state or locality initiates the Program." *Id.* at *11 (emphasis added). The court in a footnote ruled that TEA-21, being a federal program, "relieves the state of any burden to independently carry the strict scrutiny burden." *Id.* at *11 n. 3. The court held states that establish DBE programs under TEA-21 and 49 CFR Part 26 are implementing a Congressionally-required program and not establishing a local one. As such, the court concluded that the state need not independently prove its DBE program meets the strict scrutiny standard. *Id.*

22. *Gross Seed Co. v. Nebraska Department of Roads*, Civil Action File No. 4:00CV3073 (D. Neb. May 6, 2002), affirmed 345 F.3d 964 (8th Cir. 2003)

The United States District Court for the District of Nebraska held in *Gross Seed Co. v. Nebraska* (with the USDOT and FHWA as Interveners), that the Federal DBE Program (codified at 49 CFR Part 26) is constitutional. The court also held that the Nebraska Department of Roads ("Nebraska DOR") DBE Program adopted and implemented solely to comply with the Federal DBE Program is "approved" by the court because the court found that 49 CFR Part 26 and TEA-21 were constitutional.

The court concluded, similar to the court in *Sherbrooke Turf*, that the State of Nebraska did not need to independently establish that its program met the strict scrutiny requirement because the Federal DBE Program satisfied that requirement, and was therefore constitutional. The court did not engage in a thorough analysis or evaluation of the Nebraska DOR Program or its implementation of the Federal DBE Program. The court points out that the Nebraska DOR Program is adopted in compliance with the Federal DBE Program, and that the USDOT approved the use of Nebraska DOR's proposed DBE goals for fiscal year 2001, pending completion of USDOT's review of those goals. Significantly, however, the court in its findings does note that the Nebraska DOR established its overall goals for fiscal year 2001 based upon an independent availability/disparity study.

The court upheld the constitutionality of the Federal DBE Program by finding the evidence presented by the federal government and the history of the federal legislation are sufficient to demonstrate that past discrimination does exist "in the construction industry" and that racial and gender discrimination "within the construction industry" is sufficient to demonstrate a compelling interest in individual areas, such as highway construction. The court held that the Federal DBE Program was sufficiently "narrowly tailored" to satisfy a strict scrutiny analysis based again on the evidence submitted by the federal government as to the Federal DBE Program.

23. Klaver Construction, Inc. v. Kansas DOT, 211 F. Supp.2d 1296 (D. Kan. 2002)

This is another case that involved a challenge to the USDOT Regulations that implement TEA-21 (49 CFR Part 26), in which the plaintiff contractor sought to enjoin the Kansas Department of Transportation (“DOT”) from enforcing its DBE Program on the grounds that it violates the Equal Protection Clause under the Fourteenth Amendment. This case involves a direct constitutional challenge to racial and gender preferences in federally-funded state highway contracts. This case concerned the constitutionality of the Kansas DOT’s implementation of the Federal DBE Program, and the constitutionality of the gender-based policies of the federal government and the race- and gender-based policies of the Kansas DOT. The court granted the federal and state defendants’ (USDOT and Kansas DOT) Motions to Dismiss based on lack of standing. The court held the contractor could not show the specific aspects of the DBE Program that it contends are unconstitutional have caused its alleged injuries.

F. Recent Decisions and Authorities Involving Federal Procurement That May Impact DBE and MBE/WBE Programs

1. *Rothe Development, Inc. v. U.S. Dept. of Defense, U.S. Small Business Administration, et al.*, 836 F.3d 57, 2016 WL 4719049 (D.C. Cir. 2016), cert. denied, 2017 WL 1375832 (Oct. 16, 2017), affirming on other grounds, *Rothe Development, Inc. v. U.S. Dept. of Defense, U.S. Small Business Administration, et al.*, 107 F.Supp. 3d 183 (D.D.C. 2015)

In a split decision, the majority of a three judge panel of the United States Court of Appeals for the District of Columbia Circuit upheld the constitutionality of section 8(a) of the Small Business Act, which was challenged by Plaintiff-Appellant Rothe Development Inc. (Rothe). Rothe alleged that the statutory basis of the United States Small Business Administration’s 8(a) business development program (codified at 15 U.S.C. § 637), violated its right to equal protection under the Due Process Clause of the Fifth Amendment. 836 F.3d 57, 2016 WL 4719049, at *1. Rothe contends the statute contains a racial classification that presumes certain racial minorities are eligible for the program. *Id.* The court held, however, that Congress considered and rejected statutory language that included a racial presumption. *Id.* Congress, according to the court, chose instead to hinge participation in the program on the facially race-neutral criterion of social disadvantage, which it defined as having suffered racial, ethnic, or cultural bias. *Id.*

The challenged statute authorizes the Small Business Administration (SBA) to enter into contracts with other federal agencies, which the SBA then subcontracts to eligible small businesses that compete for the subcontracts in a sheltered market. *Id.**1. Businesses owned by “socially and economically disadvantaged” individuals are eligible to participate in the 8(a) program. *Id.* The statute defines socially disadvantaged individuals as persons “who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.” *Id.*, quoting 15 U.S.C. § 627(a)(5).

The Section 8(a) statute is race-neutral. The court rejected Rothe’s allegations, finding instead that the provisions of the Small Business Act that Rothe challenges do not on their face classify individuals by race. *Id**1. The court stated that Section 8(a) uses facially race-neutral terms of eligibility to identify individual victims of discrimination, prejudice, or bias, without presuming that members of certain racial, ethnic, or cultural groups qualify as such. *Id*. The court said that makes this statute different from other statutes, which expressly limit participation in contracting programs to racial or ethnic minorities or specifically direct third parties to presume that members of certain racial or ethnic groups, or minorities generally, are eligible. *Id*.

In contrast to the *statute*, the court found that the SBA’s *regulation* implementing the 8(a) program does contain a racial classification in the form of a presumption that an individual who is a member of one of five designated racial groups is socially disadvantaged. *Id**2, *citing* 13 C.F.R. § 124.103(b). This case, the court held, does not permit it to decide whether the race-based regulatory presumption is constitutionally sound, because Rothe has elected to challenge only the statute. *Id*. Rothe’s definition of the racial classification it attacks in this case, according to the court, does not include the SBA’s regulation. *Id*.

Because the court held the statute, unlike the regulation, lacks a racial classification, and because Rothe has not alleged that the statute is otherwise subject to strict scrutiny, the court applied rational-basis review. *Id* at *2. The court stated the statute “readily survives” the rational basis scrutiny standards. *Id**2. The court, therefore, affirmed the judgment of the district court granting summary judgment to the SBA and the Department of Defense, albeit on different grounds. *Id*.

Thus, the court held the central question on appeal is whether Section 8(a) warrants strict judicial scrutiny, which the court noted the parties and the district court believe that it did. *Id**2. Rothe, the court said, advanced only the theory that the statute, on its face, Section 8(a) of the Small Business Act, contains a racial classification. *Id**2.

The court found that the definition of the term “socially disadvantaged” does not contain a racial classification because it does not distribute burdens or benefits on the basis of individual classifications, it is race-neutral on its face, and it speaks of individual victims of discrimination. *Id**3. On its face, the court stated the term envisions a individual-based approach that focuses on experience rather than on a group characteristic, and the statute recognizes that not all members of a minority group have necessarily been subjected to racial or ethnic prejudice or cultural bias. *Id*. The court said that the statute definition of the term “social disadvantaged” does not provide for preferential treatment based on an applicant’s race, but rather on an individual applicant’s experience of discrimination. *Id**3.

The court distinguished cases involving situations in which disadvantaged non-minority applicants could not participate, but the court said the plain terms of the statute permit individuals in any race to be considered “socially disadvantaged.” *Id**3. The court noted its key point is that the statute is easily read not to require any group-based racial or ethnic classification, stating the statute defines socially disadvantaged *individuals* as those individuals who have been subjected to racial or ethnic prejudice or cultural bias, not those individuals who are *members or groups* that have been subjected to prejudice or bias. *Id*.

The court pointed out that the SBA's implementation of the statute's definition may be based on a racial classification if the regulations carry it out in a manner that gives preference based on race instead of individual experience. *Id**4. But, the court found, Rothe has expressly disclaimed any challenge to the SBA's implementation of the statute, and as a result, the only question before them is whether the statute itself classifies based on race, which the court held makes no such classification. *Id**4. The court determined the statutory language does not create a presumption that a member of a particular racial or ethnic group is necessarily socially disadvantaged, nor that a white person is not. *Id**5.

The definition of social disadvantage, according to the court, does not amount to a racial classification, for it ultimately turns on a business owner's experience of discrimination. *Id**6. The statute does not instruct the agency to limit the field to certain racial groups, or to racial groups in general, nor does it tell the agency to presume that anyone who is a member of any particular group is, by that membership alone, socially disadvantaged. *Id*.

The court noted that the Supreme Court and this court's discussions of the 8(a) program have identified the regulations, not the statute, as the source of its racial presumption. *Id**8. The court distinguished Section 8(d) of the Small Business Act as containing a race-based presumption, but found in the 8(a) program the Supreme Court has explained that the agency (not Congress) presumes that certain racial groups are socially disadvantaged. *Id*. at *7.

The SBA statute does not trigger strict scrutiny. The court held that the statute does not trigger strict scrutiny because it is race-neutral. *Id**10. The court pointed out that Rothe does not argue that the statute could be subjected to strict scrutiny, even if it is facially neutral, on the basis that Congress enacted it with a discriminatory purpose. *Id**9. In the absence of such a claim by Rothe, the court determined it would not subject a facially race-neutral statute to strict scrutiny. *Id*. The foreseeability of racially disparate impact, without invidious purpose, the court stated, does not trigger strict constitutional scrutiny. *Id*.

Because the statute does not trigger strict scrutiny, the court found that it need not and does not decide whether the district court correctly concluded that the statute is narrowly tailored to meet a compelling interest. *Id**10. Instead, the court considered whether the statute is supported by a rational basis. *Id*. The court held that it plainly is supported by a rational basis, because it bears a rational relation to some legitimate end. *Id**10.

The statute, the court stated, aims to remedy the effects of prejudice and bias that impede business formation and development and suppress fair competition for government contracts. *Id*. Counteracting discrimination, the court found, is a legitimate interest, and in certain circumstances qualifies as compelling. *Id**11. The statutory scheme, the court said, is rationally related to that end. *Id*.

The court declined to review the district court's admissibility determinations as to the expert witnesses because it stated that it would affirm the district court's grant of summary judgment even if the district court abused its discretion in making those determinations. *Id**11. The court noted the expert witness testimony is not necessary to, nor in conflict with, its conclusion that Section 8(a) is subject to and survives rational-basis review. *Id*.

Other issues. The court declined to review the district court’s admissibility determinations as to the expert witnesses because it stated that it would affirm the district court’s grant of summary judgment even if the district court abused its discretion in making those determinations. *Id**11. The court noted the expert witness testimony is not necessary to, nor in conflict with, its conclusion that Section 8(a) is subject to and survives rational-basis review. *Id*.

In addition, the court rejected Rothe’s contention that Section 8(a) is an unconstitutional delegation of legislative power. *Id**11. Because the argument is premised on the idea that Congress created a racial classification, which the court has held it did not, Rothe’s alternative argument on delegation also fails. *Id*.

Dissenting Opinion. There was a dissenting opinion by one of the three members of the court. The dissenting judge stated in her view that the provisions of the Small Business Act at issue are not facially race-neutral, but contain a racial classification. *Id**12. The dissenting judge said that the act provides members of certain racial groups an advantage in qualifying for Section 8(a)’s contract preference by virtue of their race. *Id**13.

The dissenting opinion pointed out that all the parties and the district court found that strict scrutiny should be applied in determining whether the Section 8(a) program violates Rothe’s right to equal protection of the laws. *Id**16. In the view of the dissenting opinion the statutory language includes a racial classification, and therefore, the statute should be subject to strict scrutiny. *Id**22.

2. *Rothe Development Corp. v. U.S. Dept. of Defense, et al.*, 545 F.3d 1023 (Fed. Cir. 2008)

Although this case does not involve the Federal DBE Program (49 CFR Part 26), it is an analogous case that may impact the legal analysis and law related to the validity of programs implemented by recipients of federal funds, including the Federal DBE Program. Additionally, it underscores the requirement that race-, ethnic- and gender-based programs of any nature must be supported by substantial evidence. In *Rothe*, an unsuccessful bidder on a federal defense contract brought suit alleging that the application of an evaluation preference, pursuant to a federal statute, to a small disadvantaged bidder (SDB) to whom a contract was awarded, violated the Equal Protection clause of the U.S. Constitution. The federal statute challenged is Section 1207 of the National Defense Authorization Act of 1987 and as reauthorized in 2003. The statute provides a goal that 5 percent of the total dollar amount of defense contracts for each fiscal year would be awarded to small businesses owned and controlled by socially and economically disadvantaged individuals. 10 U.S.C. § 2323. Congress authorized the Department of Defense (“DOD”) to adjust bids submitted by non-socially and economically disadvantaged firms upwards by 10 percent (the “Price Evaluation Adjustment Program” or “PEA”).

The district court held the federal statute, as reauthorized in 2003, was constitutional on its face. The court held the 5 percent goal and the PEA program as reauthorized in 1992 and applied in 1998 was unconstitutional. The basis of the decision was that Congress considered statistical evidence of discrimination that established a compelling governmental interest in the reauthorization of the statute and PEA program in 2003. Congress had not documented or considered substantial statistical evidence that the DOD discriminated against minority small businesses when it enacted the statute in 1992 and reauthorized it in 1998. The plaintiff appealed the decision.

The Federal Circuit found that the “analysis of the facial constitutionality of an act is limited to evidence before Congress prior to the date of reauthorization.” 413 F.3d 1327 (Fed. Cir. 2005)(affirming in part, vacating in part, and remanding 324 F. Supp.2d 840 (W.D. Tex. 2004). The court limited its review to whether Congress had sufficient evidence in 1992 to reauthorize the provisions in 1207. The court held that for evidence to be relevant to a strict scrutiny analysis, “the evidence must be proven to have been before Congress prior to enactment of the racial classification.” The Federal Circuit held that the district court erred in relying on the statistical studies without first determining whether the studies were before Congress when it reauthorized section 1207. The Federal Circuit remanded the case and directed the district court to consider whether the data presented was so outdated that it did not provide the requisite strong basis in evidence to support the reauthorization of section 1207.

On August 10, 2007 the Federal District Court for the Western District of Texas in *Rothe Development Corp. v. U.S. Dept. of Defense*, 499 F.Supp.2d 775 (W.D.Tex. Aug 10, 2007) issued its Order on remand from the Federal Circuit Court of Appeals decision in *Rothe*, 413 F.3d 1327 (Fed Cir. 2005). The district court upheld the constitutionality of the 2006 Reauthorization of Section 1207 of the National Defense Authorization Act of 1987 (10 USC § 2323), which permits the U.S. Department of Defense to provide preferences in selecting bids submitted by small businesses owned by socially and economically disadvantaged individuals (“SDBs”). The district court found the 2006 Reauthorization of the 1207 Program satisfied strict scrutiny, holding that Congress had a compelling interest when it reauthorized the 1207 Program in 2006, that there was sufficient statistical and anecdotal evidence before Congress to establish a compelling interest, and that the reauthorization in 2006 was narrowly tailored.

The district court, among its many findings, found certain evidence before Congress was “stale,” that the plaintiff (Rothe) failed to rebut other evidence which was not stale, and that the decisions by the Eighth, Ninth and Tenth Circuits in the decisions in *Concrete Works*, *Adarand Constructors*, *Sherbrooke Turf* and *Western States Paving* (discussed above and below) were relevant to the evaluation of the facial constitutionality of the 2006 Reauthorization.

2007 Order of the District Court (499 F.Supp.2d 775). In the Section 1207 Act, Congress set a goal that 5 percent of the total dollar amount of defense contracts for each fiscal year would be awarded to small businesses owned and controlled by socially and economically disadvantaged individuals. In order to achieve that goal, Congress authorized the DOD to adjust bids submitted by non-socially and economically disadvantaged firms up to 10 percent. 10 U.S.C. § 2323(e)(3). *Rothe*, 499 F.Supp.2d. at 782. Plaintiff Rothe did not qualify as an SDB because it was owned by a Caucasian female. Although Rothe was technically the lowest bidder on a DOD contract, its bid was adjusted upward by 10 percent, and a third party, who qualified as a SDB, became the “lowest” bidder and was awarded the contract. *Id.* Rothe claims that the 1207 Program is facially unconstitutional because it takes race into consideration in violation of the Equal Protection component of the Due Process Clause of the Fifth Amendment. *Id.* at 782-83. The district court’s decision only reviewed the facial constitutionality of the 2006 Reauthorization of the 2007 Program.

The district court initially rejected six legal arguments made by *Rothe* regarding strict scrutiny review based on the rejection of the same arguments by the Eighth, Ninth, and Tenth Circuit Courts of

Appeal in the *Sherbrooke Turf*, *Western States Paving*, *Concrete Works*, *Adarand VII* cases, and the Federal Circuit Court of Appeal in *Rothe*. *Rothe* at 825-833.

The district court discussed and cited the decisions in *Adarand VII* (2000), *Sherbrooke Turf* (2003), and *Western States Paving* (2005), as holding that Congress had a compelling interest in eradicating the economic roots of racial discrimination in highway transportation programs funded by federal monies, and concluding that the evidence cited by the government, particularly that contained in *The Compelling Interest* (a.k.a. the Appendix), more than satisfied the government's burden of production regarding the compelling interest for a race-conscious remedy. *Rothe* at 827. Because the Urban Institute Report, which presented its analysis of 39 state and local disparity studies, was cross-referenced in the Appendix, the district court found the courts in *Adarand VII*, *Sherbrooke Turf*, and *Western States Paving*, also relied on it in support of their compelling interest holding. *Id.* at 827.

The district court also found that the Tenth Circuit decision in *Concrete Works IV*, 321 F.3d 950 (10th Cir. 2003), established legal principles that are relevant to the court's strict scrutiny analysis. First, *Rothe's* claims for declaratory judgment on the racial constitutionality of the earlier 1999 and 2002 Reauthorizations were moot. Second, the government can meet its burden of production without conclusively proving the existence of past or present racial discrimination. Third, the government may establish its own compelling interest by presenting evidence of its own direct participation in racial discrimination or its passive participation in private discrimination. Fourth, once the government meets its burden of production, *Rothe* must introduce "credible, particularized" evidence to rebut the government's initial showing of the existence of a compelling interest. Fifth, *Rothe* may rebut the government's statistical evidence by giving a race-neutral explanation for the statistical disparities, showing that the statistics are flawed, demonstrating that the disparities shown are not significant or actionable, or presenting contrasting statistical data. Sixth, the government may rely on disparity studies to support its compelling interest, and those studies may control for the effect that pre-existing affirmative action programs have on the statistical analysis. *Id.* at 829-32.

Based on *Concrete Works IV*, the district court did not require the government to conclusively prove that there is pervasive discrimination in the relevant market, that each presumptively disadvantaged group suffered equally from discrimination, or that private firms intentionally and purposefully discriminated against minorities. The court found that the inference of discriminatory exclusion can arise from statistical disparities. *Id.* at 830-31.

The district court held that Congress had a compelling interest in the 2006 Reauthorization of the 1207 Program, which was supported by a strong basis in the evidence. The court relied in significant part upon six state and local disparity studies that were before Congress prior to the 2006 Reauthorization of the 1207 Program. The court based this evidence on its finding that Senator Kennedy had referenced these disparity studies, discussed and summarized findings of the disparity studies, and Representative Cynthia McKinney also cited the same six disparity studies that Senator Kennedy referenced. The court stated that based on the content of the floor debate, it found that these studies were put before Congress prior to the date of the Reauthorization of Section 1207. *Id.* at 838.

The district court found that these six state and local disparity studies analyzed evidence of discrimination from a diverse cross-section of jurisdictions across the United States, and "they constitute prima facie evidence of a nation-wide pattern or practice of discrimination in public and

private contracting.” *Id.* at 838-39. The court found that the data used in these six disparity studies is not “stale” for purposes of strict scrutiny review. *Id.* at 839. The court disagreed with Rothe’s argument that all the data were stale (data in the studies from 1997 through 2002), “because this data was the most current data available at the time that these studies were performed.” *Id.* The court found that the governmental entities should be able to rely on the most recently available data so long as those data are reasonably up-to-date. *Id.* The court declined to adopt a “bright-line rule for determining staleness.” *Id.*

The court referred to the reliance by the Ninth Circuit and the Eighth Circuit on the *Appendix* to affirm the constitutionality of the USDOT MBE [now DBE] Program, and rejected five years as a bright-line rule for considering whether data are “stale.” *Id.* at n.86. The court also stated that it “accepts the reasoning of the *Appendix*, which the court found stated that for the most part “the federal government does business in the same contracting markets as state and local governments. Therefore, the evidence in state and local studies of the impact of discriminatory barriers to minority opportunity in contracting markets throughout the country is relevant to the question of whether the federal government has a compelling interest to take remedial action in its own procurement activities.” *Id.* at 839, quoting 61 *Fed.Reg.* 26042-01, 26061 (1996).

The district court also discussed additional evidence before Congress that it found in Congressional Committee Reports and Hearing Records. *Id.* at 865-71. The court noted SBA Reports that were before Congress prior to the 2006 Reauthorization. *Id.* at 871.

The district court found that the data contained in the *Appendix*, the Benchmark Study, and the Urban Institute Report were “stale,” and the court did not consider those reports as evidence of a compelling interest for the 2006 Reauthorization. *Id.* at 872-75. The court stated that the Eighth, Ninth and Tenth Circuits relied on the *Appendix* to uphold the constitutionality of the Federal DBE Program, citing to the decisions in *Sherbrooke Turf*, *Adarand VII*, and *Western States Paving*. *Id.* at 872. The court pointed out that although it does not rely on the data contained in the *Appendix* to support the 2006 Reauthorization, the fact the Eighth, Ninth, and Tenth Circuits relied on these data to uphold the constitutionality of the Federal DBE Program as recently as 2005, convinced the court that a bright-line staleness rule is inappropriate. *Id.* at 874.

Although the court found that the data contained in the *Appendix*, the Urban Institute Report, and the Benchmark Study were stale for purposes of strict scrutiny review regarding the 2006 Reauthorization, the court found that Rothe introduced no concrete, particularized evidence challenging the reliability of the methodology or the data contained in the six state and local disparity studies, and other evidence before Congress. The court found that Rothe failed to rebut the data, methodology or anecdotal evidence with “concrete, particularized” evidence to the contrary. *Id.* at 875. The district court held that based on the studies, the government had satisfied its burden of producing evidence of discrimination against African Americans, Asian Americans, Hispanic Americans, and Native Americans in the relevant industry sectors. *Id.* at 876.

The district court found that Congress had a compelling interest in reauthorizing the 1207 Program in 2006, which was supported by a strong basis of evidence for remedial action. *Id.* at 877. The court held that the evidence constituted *prima facie* proof of a nationwide pattern or practice of discrimination in both public and private contracting, that Congress had sufficient evidence of discrimination throughout the United States to justify a nationwide program, and the evidence of

discrimination was sufficiently pervasive across racial lines to justify granting a preference to all five purportedly disadvantaged racial groups. *Id.*

The district court also found that the 2006 Reauthorization of the 1207 Program was narrowly tailored and designed to correct present discrimination and to counter the lingering effects of past discrimination. The court held that the government's involvement in both present discrimination and the lingering effects of past discrimination was so pervasive that the DOD and the Department of Air Force had become passive participants in perpetuating it. *Id.* The court stated it was law of the case and could not be disturbed on remand that the Federal Circuit in *Rothe III* had held that the 1207 Program was flexible in application, limited in duration and it did not unduly impact on the rights of third parties. *Id.*, quoting *Rothe III*, 262 F.3d at 1331.

The district court thus conducted a narrowly tailored analysis that reviewed three factors:

1. The efficacy of race-neutral alternatives;
2. Evidence detailing the relationship between the stated numerical goal of 5 percent and the relevant market; and
3. Over- and under-inclusiveness.

Id. The court found that Congress examined the efficacy of race-neutral alternatives prior to the enactment of the 1207 Program in 1986 and that these programs were unsuccessful in remedying the effects of past and present discrimination in federal procurement. *Id.* The court concluded that Congress had attempted to address the issues through race-neutral measures, discussed those measures, and found that Congress' adoption of race-conscious provisions were justified by the ineffectiveness of such race-neutral measures in helping minority-owned firms overcome barriers. *Id.* The court found that the government seriously considered and enacted race-neutral alternatives, but these race-neutral programs did not remedy the widespread discrimination that affected the federal procurement sector, and that Congress was not required to implement or exhaust every conceivable race-neutral alternative. *Id.* at 880. Rather, the court found that narrow tailoring requires only "serious, good faith consideration of workable race-neutral alternatives." *Id.*

The district court also found that the 5 percent goal was related to the minority business availability identified in the six state and local disparity studies. *Id.* at 881. The court concluded that the 5 percent goal was aspirational, not mandatory. *Id.* at 882. The court then examined and found that the regulations implementing the 1207 Program were not overinclusive for several reasons.

November 4, 2008 decision by the Federal Circuit Court of Appeals. On November 4, 2008, the Federal Circuit Court of Appeals reversed the judgment of the district court in part, and remanded with instructions to enter a judgment (1) denying Rothe any relief regarding the facial constitutionality of Section 1207 as enacted in 1999 or 2002, (2) declaring that Section 1207 as enacted in 2006 (10 U.S.C. § 2323) is facially unconstitutional, and (3) enjoining application of Section 1207 (10 U.S.C. § 2323).

The Federal Circuit Court of Appeals held that Section 1207, on its face, as reenacted in 2006, violated the Equal Protection component of the Fifth Amendment right to due process. The court

found that because the statute authorized the DOD to afford preferential treatment on the basis of race, the court applied strict scrutiny, and because Congress did not have a “strong basis in evidence” upon which to conclude that the DOD was a passive participant in pervasive, nationwide racial discrimination — at least not on the evidence produced by the DOD and relied on by the district court in this case — Section 1207 failed to meet this strict scrutiny test. 545 F.3d at 1050.

Strict scrutiny framework. The Federal Circuit Court of Appeals recognized that the Supreme Court has held a government may have a compelling interest in remedying the effects of past or present racial discrimination. 545 F.3d at 1036. The court cited the decision in *Croson*, 488 U.S. at 492, that it is “beyond dispute that any public entity, state or federal, has a compelling interest in assuring that public dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of private prejudice.” 545 F.3d. at 1036, *quoting Croson*, 488 U.S. at 492.

The court held that before resorting to race-conscious measures, the government must identify the discrimination to be remedied, public or private, with some specificity, and must have a strong basis of evidence upon which to conclude that remedial action is necessary. 545 F.3d at 1036, *quoting Croson*, 488 U.S. at 500, 504. Although the party challenging the statute bears the ultimate burden of persuading the court that it is unconstitutional, the Federal Circuit stated that the government first bears a burden to produce strong evidence supporting the legislature’s decision to employ race-conscious action. 545 F.3d at 1036.

Even where there is a compelling interest supported by strong basis in evidence, the court held the statute must be narrowly tailored to further that interest. *Id.* The court noted that a narrow tailoring analysis commonly involves six factors: (1) the necessity of relief; (2) the efficacy of alternative, race-neutral remedies; (3) the flexibility of relief, including the availability of waiver provisions; (4) the relationship with the stated numerical goal to the relevant labor market; (5) the impact of relief on the rights of third parties; and (6) the overinclusiveness or underinclusiveness of the racial classification. *Id.*

Compelling interest – strong basis in evidence. The Federal Circuit pointed out that the statistical and anecdotal evidence relied upon by the district court in its ruling below included six disparity studies of state or local contracting. The Federal Circuit also pointed out that the district court found that the data contained in the Appendix, the Urban Institute Report, and the Benchmark Study were stale for purposes of strict scrutiny review of the 2006 Authorization, and therefore, the district court concluded that it would not rely on those three reports as evidence of a compelling interest for the 2006 reauthorization of the 1207 Program. 545 F.3d 1023, *citing to Rothe VI*, 499 F.Supp.2d at 875. Since the DOD did not challenge this finding on appeal, the Federal Circuit stated that it would not consider the Appendix, the Urban Institute Report, or the Department of Commerce Benchmark Study, and instead determined whether the evidence relied on by the district court was sufficient to demonstrate a compelling interest. *Id.*

Six state and local disparity studies. The Federal Circuit found that disparity studies can be relevant to the compelling interest analysis because, as explained by the Supreme Court in *Croson*, “[w]here there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by [a] locality or the locality’s prime contractors, an inference of discriminatory exclusion could arise.” 545 F.3d at 1037-1038, *quoting Croson*, 488 U.S.C. at 509. The Federal Circuit also cited to the decision by

the Fifth Circuit Court of Appeals in *W.H. Scott Constr. Co. v. City of Jackson*, 199 F.3d 206 (5th Cir. 1999) that given *Croson's* emphasis on statistical evidence, other courts considering equal protection challenges to minority-participation programs have looked to disparity indices, or to computations of disparity percentages, in determining whether *Croson's* evidentiary burden is satisfied. 545 F.3d at 1038, quoting *W.H. Scott*, 199 F.3d at 218.

The Federal Circuit noted that a disparity study is a study attempting to measure the difference- or disparity- between the number of contracts or contract dollars actually awarded minority-owned businesses in a particular contract market, on the one hand, and the number of contracts or contract dollars that one would expect to be awarded to minority-owned businesses given their presence in that particular contract market, on the other hand. 545 F.3d at 1037.

Staleness. The Federal Circuit declined to adopt a per se rule that data more than five years old are stale per se, which rejected the argument put forth by *Rothe*. 545 F.3d at 1038. The court pointed out that the district court noted other circuit courts have relied on studies containing data more than five years old when conducting compelling interest analyses, citing to *Western States Paving v. Washington State Department of Transportation*, 407 F.3d 983, 992 (9th Cir. 2005) and *Sherbrooke Turf, Inc. v. Minnesota Department of Transportation*, 345 F.3d 964, 970 (8th Cir. 2003)(relying on the Appendix, published in 1996).

The Federal Circuit agreed with the district court that Congress “should be able to rely on the most recently available data so long as that data is reasonably up-to-date.” 545 F.3d at 1039. The Federal Circuit affirmed the district court’s conclusion that the data analyzed in the six disparity studies were not stale at the relevant time because the disparity studies analyzed data pertained to contracts awarded as recently as 2000 or even 2003, and because *Rothe* did not point to more recent, available data. *Id.*

Before Congress. The Federal Circuit found that for evidence to be relevant in the strict scrutiny analysis, it “must be proven to have been before Congress prior to enactment of the racial classification.” 545 F.3d at 1039, quoting *Rothe V*, 413 F.3d at 1338. The Federal Circuit had issues with determining whether the six disparity studies were actually before Congress for several reasons, including that there was no indication that these studies were debated or reviewed by members of Congress or by any witnesses, and because Congress made no findings concerning these studies. 545 F.3d at 1039-1040. However, the court determined it need not decide whether the six studies were put before Congress, because the court held in any event that the studies did not provide a substantially probative and broad-based statistical foundation necessary for the strong basis in evidence that must be the predicate for nation-wide, race-conscious action. *Id.* at 1040.

The court did note that findings regarding disparity studies are to be distinguished from formal findings of discrimination by the DOD “which Congress was emphatically not required to make.” *Id.* at 1040, footnote 11 (emphasis in original). The Federal Circuit cited the *Dean v. City of Shreveport* case that the “government need not incriminate itself with a formal finding of discrimination prior to using a race-conscious remedy.” 545 F.3d at 1040, footnote 11 quoting *Dean v. City of Shreveport*, 438 F.3d 448, 445 (5th Cir. 2006).

Methodology. The Federal Circuit found that there were methodological defects in the six disparity studies. The court found that the objections to the parameters used to select the relevant pool of contractors was one of the major defects in the studies. 545 F.3d at 1040-1041.

The court stated that in general, “[a] disparity ratio less than 0.80” — *i.e.*, a finding that a given minority group received less than 80 percent of the expected amount — “indicates a relevant degree of disparity,” and “might support an inference of discrimination.” 545 F.3d at 1041, quoting the district court opinion in *Rothe VI*, 499 F.Supp.2d at 842; and *citing Engineering Contractors Association of South Florida, Inc. v. Metropolitan Dade County*, 122 F.3d 895, 914 (11th Cir. 1997). The court noted that this disparity ratio attempts to calculate a ratio between the expected contract amount of a given race/gender group and the actual contract amount received by that group. 545 F.3d at 1041.

The court considered the availability analysis, or benchmark analysis, which is utilized to ensure that only those minority-owned contractors who are qualified, willing and able to perform the prime contracts at issue are considered when performing the denominator of a disparity ratio. 545 F.3d at 1041. The court cited to an expert used in the case that a “crucial question” in disparity studies is to develop a credible methodology to estimate this benchmark share of contracts minorities would receive in the absence of discrimination and the touchstone for measuring the benchmark is to determine whether the firm is ready, willing, and able to do business with the government. 545 F.3d at 1041-1042.

The court concluded the contention by *Rothe*, that the six studies misapplied this “touchstone” of *Croson* and erroneously included minority-owned firms that were deemed willing or potentially willing and able, without regard to whether the firm was qualified, was not a defect that substantially undercut the results of four of the six studies, because “the bulk of the businesses considered in these studies were identified in ways that would tend to establish their qualifications, such as by their presence on city contract records and bidder lists.” 545 F.3d at 1042. The court noted that with regard to these studies available prime contractors were identified via certification lists, willingness survey of chamber membership and trade association membership lists, public agency and certification lists, utilized prime contractor, bidder lists, county and other government records and other type lists. *Id.*

The court stated it was less confident in the determination of qualified minority-owned businesses by the two other studies because the availability methodology employed in those studies, the court found, appeared less likely to have weeded out unqualified businesses. *Id.* However, the court stated it was more troubled by the failure of five of the studies to account officially for potential differences in size, or “relative capacity,” of the business included in those studies. 545 F.3d at 1042-1043.

The court noted that qualified firms may have substantially different capacities and thus might be expected to bring in substantially different amounts of business even in the absence of discrimination. 545 F.3d at 1043. The Federal Circuit referred to the Eleventh Circuit explanation similarly that because firms are bigger, bigger firms have a bigger chance to win bigger contracts, and thus one would expect the bigger (on average) non-MWBE firms to get a disproportionately higher percentage of total construction dollars awarded than the smaller MWBE firms. 545 F.3d at 1043 *quoting Engineering Contractors Association*, 122 F.3d at 917. The court pointed out its issues with the studies accounting for the relative sizes of contracts awarded to minority-owned businesses, but not considering the relative sizes of the businesses themselves. *Id.* at 1043.

The court noted that the studies measured the availability of minority-owned businesses by the percentage of firms in the market owned by minorities, instead of by the percentage of total marketplace capacity those firms could provide. *Id.* The court said that for a disparity ratio to have a significant probative value, the same time period and metric (dollars or numbers) should be used in measuring the utilization and availability shares. 545 F.3d at 1044, n. 12.

The court stated that while these parameters relating to the firm size may have ensured that each minority-owned business in the studies met a capacity threshold, these parameters did not account for the relative capacities of businesses to bid for more than one contract at a time, which failure rendered the disparity ratios calculated by the studies substantially less probative on their own, of the likelihood of discrimination. *Id.* at 1044. The court pointed out that the studies could have accounted for firm size even without changing the disparity ratio methodologies by employing regression analysis to determine whether there was a statistically significant correlation between the size of a firm and the share of contract dollars awarded to it. 545 F.3d at 1044 *citing to Engineering Contractors Association*, 122 F.3d at 917. The court noted that only one of the studies conducted this type of regression analysis, which included the independent variables of a firm-age of a company, owner education level, number of employees, percent of revenue from the private sector and owner experience for industry groupings. *Id.* at 1044-1045.

The court stated, to “be clear,” that it did not hold that the defects in the availability and capacity analyses in these six disparity studies render the studies wholly unreliable for any purpose. *Id.* at 1045. The court said that where the calculated disparity ratios are low enough, the court does not foreclose the possibility that an inference of discrimination might still be permissible for some of the minority groups in some of the studied industries in some of the jurisdictions. *Id.* The court recognized that a minority-owned firm’s capacity and qualifications may themselves be affected by discrimination. *Id.* The court held, however, that the defects it noted detracted dramatically from the probative value of the six studies, and in conjunction with their limited geographic coverage, rendered the studies insufficient to form the statistical core of the strong basis and evidence required to uphold the statute. *Id.*

Geographic coverage. The court pointed out that whereas municipalities must necessarily identify discrimination in the immediate locality to justify a race-based program, the court does not think that Congress needs to have had evidence before it of discrimination in all 50 states in order to justify the 1207 program. *Id.* The court stressed, however, that in holding the six studies insufficient in this particular case, “we do not necessarily disapprove of decisions by other circuit courts that have relied, directly or indirectly, on municipal disparity studies to establish a federal compelling interest.” 545 F.3d at 1046. The court stated in particular, the Appendix relied on by the Ninth and Tenth Circuits in the context of certain race-conscious measures pertaining to federal highway construction, references the Urban Institute Report, which itself analyzed over 50 disparity studies and relied for its conclusions on over 30 of those studies, a far broader basis than the six studies provided in this case. *Id.*

Anecdotal evidence. The court held that given its holding regarding statistical evidence, it did not review the anecdotal evidence before Congress. The court did point out, however, that there was not evidence presented of a single instance of alleged discrimination by the DOD in the course of awarding a prime contract, or to a single instance of alleged discrimination by a private contractor

identified as the recipient of a prime defense contract. 545 F.3d at 1049. The court noted this lack of evidence in the context of the opinion in *Croson* that if a government has become a passive participant in a system of racial exclusion practiced by elements of the local construction industry, then that government may take affirmative steps to dismantle the exclusionary system. 545 F.3d at 1048, *citing Croson*, 488 U.S. at 492.

The Federal Circuit pointed out that the Tenth Circuit in *Concrete Works* noted the City of Denver offered more than dollar amounts to link its spending to private discrimination, but instead provided testimony from minority business owners that general contractors who use them in city construction projects refuse to use them on private projects, with the result that Denver had paid tax dollars to support firms that discriminated against other firms because of their race, ethnicity and gender. 545 F.3d at 1049, *quoting Concrete Works*, 321 F.3d at 976-977.

In concluding, the court stated that it stressed its holding was grounded in the particular items of evidence offered by the DOD, and “should not be construed as stating blanket rules, for example about the reliability of disparity studies. As the Fifth Circuit has explained, there is no ‘precise mathematical formula’ to assess the quantum of evidence that rises to the *Croson* ‘strong basis in evidence’ benchmark.” 545 F.3d at 1049, *quoting W.H. Scott Constr. Co.*, 199 F.3d at 218 n. 11.

Narrowly tailoring. The Federal Circuit only made two observations about narrowly tailoring, because it held that Congress lacked the evidentiary predicate for a compelling interest. First, it noted that the 1207 Program was flexible in application, limited in duration, and that it did not unduly impact on the rights of third parties. 545 F.3d at 1049. Second, the court held that the absence of strongly probative statistical evidence makes it impossible to evaluate at least one of the other narrowly tailoring factors. Without solid benchmarks for the minority groups covered by the Section 1207, the court said it could not determine whether the 5 percent goal is reasonably related to the capacity of firms owned by members of those minority groups — i.e., whether that goal is comparable to the share of contracts minorities would receive in the absence of discrimination.” 545 F.3d at 1049-1050.

3. *Rothe Development, Inc. v. U.S. Dept. of Defense and Small Business Administration*, 107 F. Supp. 3d 183, 2015 WL 3536271 (D.D.C. 2015), affirmed on other grounds, 836 F.3d 57, 2016 WL 4719049 (D.C. Cir. 2016).

Plaintiff Rothe Development, Inc. is a small business that filed this action against the U.S. Department of Defense (“DOD”) and the U.S. Small Business Administration (“SBA”) (collectively, “Defendants”) challenging the constitutionality of the Section 8(a) Program on its face.

The constitutional challenge that Rothe brings in this case is nearly identical to the challenge brought in the case of *DynaLantic Corp. v. United States Department of Defense*, 885 F.Supp.2d 237 (D.D.C. 2012). The plaintiff in *DynaLantic* sued the DOD, the SBA, and the Department of Navy alleging that Section 8(a) was unconstitutional both on its face and as applied to the military simulation and training industry. *See DynaLantic*, 885 F.Supp.2d at 242. *DynaLantic’s* court disagreed with the plaintiff’s facial attack and held the Section 8(a) Program as facially constitutional. *See DynaLantic*, 885 F.Supp.2d at 248-280, 283-291. (*See also* discussion of *DynaLantic* in this Appendix below.)

The court in *Rothe* states that the plaintiff *Rothe* relies on substantially the same record evidence and nearly identical legal arguments as in the *DynaLantic* case, and urges the court to strike down the race-conscious provisions of Section 8(a) on their face, and thus to depart from *DynaLantic*'s holding in the context of this case. 2015 WL 3536271 at *1. Both the plaintiff *Rothe* and the Defendants filed cross-motions for summary judgment as well as motions to limit or exclude testimony of each other's expert witnesses. The court concludes that Defendants' experts meet the relevant qualification standards under the Federal Rules, and therefore denies plaintiff *Rothe*'s motion to exclude Defendants' expert testimony. *Id.* By contrast, the court found sufficient reason to doubt the qualifications of one of plaintiff's experts and to question the reliability of the testimony of the other; consequently, the court grants the Defendants' motions to exclude plaintiff's expert testimony.

In addition, the court in *Rothe* agrees with the court's reasoning in *DynaLantic*, and thus the court in *Rothe* also concludes that Section 8(a) is constitutional on its face. Accordingly, the court denies plaintiff's motion for summary judgment and grants Defendants' cross-motion for summary judgment.

DynaLantic Corp. v. Department of Defense. The court in *Rothe* analyzed the *DynaLantic* case, and agreed with the findings, holding and conclusions of the court in *DynaLantic*. See 2015 WL 3536271 at *4-5. The court in *Rothe* noted that the court in *DynaLantic* engaged in a detailed examination of Section 8(a) and the extensive record evidence, including disparity studies on racial discrimination in federal contracting across various industries. *Id.* at *5. The court in *DynaLantic* concluded that Congress had a compelling interest in eliminating the roots of racial discrimination in federal contracting, funded by federal money, and also that the government had established a strong basis in evidence to support its conclusion that remedial action was necessary to remedy that discrimination. *Id.* at *5. This conclusion was based on the finding the government provided extensive evidence of discriminatory barriers to minority business formation and minority business development, as well as significant evidence that, even when minority businesses are qualified and eligible to perform contracts in both public and private sectors, they are awarded these contracts far less often than their similarly situated non-minority counterparts. *Id.* at *5, citing *DynaLantic*, 885 F.Supp.2d at 279.

The court in *DynaLantic* also found that *DynaLantic* had failed to present credible, particularized evidence that undermined the government's compelling interest or that demonstrated that the government's evidence did not support an inference of prior discrimination and thus a remedial purpose. 2015 WL 3536271 at *5, citing *DynaLantic*, at 279.

With respect to narrow tailoring, the court in *DynaLantic* concluded that the Section 8(a) Program is narrowly tailored on its face, and that since Section 8(a) race-conscious provisions were narrowly tailored to further a compelling state interest, strict scrutiny was satisfied in the context of the construction industry and in other industries such as architecture and engineering, and professional services as well. *Id.* The court in *Rothe* also noted that the court in *DynaLantic* found that *DynaLantic* had thus failed to meet its burden to show that the challenge provisions were unconstitutional in all circumstances and held that Section 8(a) was constitutional on its face. *Id.*

Defendants' expert evidence. One of Defendants' experts used regression analysis, claiming to have isolated the effect in minority ownership on the likelihood of a small business receiving government contracts, specifically using a "logit model" to examine government contracting data in order to determine whether the data show any difference in the odds of contracts being won by minority-

owned small businesses relative to other small businesses. 2015 WL 3536271 at *9. The expert controlled for other variables that could influence the odds of whether or not a given firm wins a contract, such as business size, age, and level of security clearance, and concluded that the odds of minority-owned small firms and non-8(a) SDB firms winning contracts were lower than small non-minority and non-SDB firms. *Id.* In addition, the Defendants' expert found that non-8(a) minority-owned SDBs are statistically significantly less likely to win a contract in industries accounting for 94.0 percent of contract actions, 93.0 percent of dollars awarded, and in which 92.2 percent of non-8(a) minority-owned SDBs are registered. *Id.* Also, the expert found that there is no industry where non-8(a) minority-owned SDBs have a statistically significant advantage in terms of winning a contract from the federal government. *Id.*

The court rejected Rothe's contention that the expert opinion is based on insufficient data, and that its analysis of data related to a subset of the relevant industry codes is too narrow to support its scientific conclusions. *Id.* at *10. The court found convincing the expert's response to Rothe's critique about his dataset, explaining that, from a mathematical perspective, excluding certain NAICS codes and analyzing data at the three-digit level actually increases the reliability of his results. The expert opted to use codes at the three-digit level as a compromise, balancing the need to have sufficient data in each industry grouping and the recognition that many firms can switch production within the broader three-digit category. *Id.* The expert also excluded certain NAICS industry groups from his regression analyses because of incomplete data, irrelevance, or because data issues in a given NAICS group prevented the regression model from producing reliable estimates. *Id.* The court found that the expert's reasoning with respect to the exclusions and assumptions he makes in the analysis are fully explained and scientifically sound. *Id.*

In addition, the court found that post-enactment evidence was properly considered by the expert and the court. *Id.* The court found that nearly every circuit to consider the question of the relevance of post-enactment evidence has held that reviewing courts need not limit themselves to the particular evidence that Congress relied upon when it enacted the statute at issue. *Id.*, citing *DynaLantic*, 885 F.Supp.2d at 257.

Thus, the court held that post-enactment evidence is relevant to constitutional review, in particular, following the court in *DynaLantic*, when the statute is over 30 years old and the evidence used to justify Section 8(a) is stale for purposes of determining a compelling interest in the present. *Id.*, citing *DynaLantic* at 885 F.Supp.2d at 258. The court also points out that the statute itself contemplates that Congress will review the 8(a) Program on a continuing basis, which renders the use of post-enactment evidence proper. *Id.*

The court also found Defendants' additional expert's testimony as admissible in connection with that expert's review of the results of the 107 disparity studies conducted throughout the United States since the year 2000, all but 32 of which were submitted to Congress. *Id.* at *11. This expert testified that the disparity studies submitted to Congress, taken as a whole, provide strong evidence of large, adverse, and often statistically significant disparities between minority participation in business enterprise activity and the availability of those businesses; the disparities are not explained solely by differences in factors other than race and sex that are untainted by discrimination; and the disparities are consistent with the presence of discrimination in the business market. *Id.* at *12.

The court rejects Rothe's contentions to exclude this expert testimony merely based on the argument by Rothe that the factual basis for the expert's opinion is unreliable based on alleged flaws in the disparity studies or that the factual basis for the expert's opinions are weak. *Id.* The court states that even if Rothe's contentions are correct, an attack on the underlying disparity studies does not necessitate the remedy of exclusion. *Id.*

Plaintiff's expert's testimony rejected. The court found that one of plaintiff's experts was not qualified based on his own admissions regarding his lack of training, education, knowledge, skill and experience in any statistical or econometric methodology. *Id.* at *13. Plaintiff's other expert the court determined provided testimony that was unreliable and inadmissible as his preferred methodology for conducting disparity studies "appears to be well outside of the mainstream in this particular field." *Id.* at *14. The expert's methodology included his assertion that the only proper way to determine the availability of minority-owned businesses is to count those contractors and subcontractors that actually perform or bid on contracts, which the court rejected as not reliable. *Id.*

The Section 8(a) Program is constitutional on its face. The court found persuasive the court decision in *DynaLantic*, and held that inasmuch as Rothe seeks to re-litigate the legal issues presented in that case, this court declines Rothe's invitation to depart from the *DynaLantic* court's conclusion that Section 8(a) is constitutional on its face. *Id.* at *15.

The court reiterated its agreement with the *DynaLantic* court that racial classifications are constitutional only if they are narrowly tailored measures that further compelling governmental interest. *Id.* at *17. To demonstrate a compelling interest, the government defendants must make two showings: first the government must articulate a legislative goal that is properly considered a compelling governmental interest, and second the government must demonstrate a strong basis in evidence supporting its conclusion that race-based remedial action was necessary to further that interest. *Id.* at *17. In so doing, the government need not conclusively prove the existence of racial discrimination in the past or present. *Id.* The government may rely on both statistical and anecdotal evidence, although anecdotal evidence alone cannot establish a strong basis in evidence for the purposes of strict scrutiny. *Id.*

If the government makes both showings, the burden shifts to the plaintiff to present credible, particularized evidence to rebut the government's initial showing of a compelling interest. *Id.* Once a compelling interest is established, the government must further show that the means chosen to accomplish the government's asserted purpose are specifically and narrowly framed to accomplish that purpose. *Id.*

The court held that the government articulated and established compelling interest for the Section 8(a) Program, namely, remedying race-based discrimination and its effects. *Id.* The court held the government also established a strong basis in evidence that furthering this interest requires race-based remedial action – specifically, evidence regarding discrimination in government contracting, which consisted of extensive evidence of discriminatory barriers to minority business formation and forceful evidence of discriminatory barriers to minority business development. *Id.* at *17, *citing DynaLantic*, 885 F.Supp.2d at 279.

The government defendants in this case relied upon the same evidence as in the *DynaLantic* case and the court found that the government provided significant evidence that even when minority businesses are qualified and eligible to perform contracts in both the private and public sectors, they are awarded these contracts far less often than their similarly situated non-minority counterparts. *Id.* at *17. The court held that Rothe has failed to rebut the evidence of the government with credible and particularized evidence of its own. *Id.* at *17. Furthermore, the court found that the government defendants established that the Section 8(a) Program is narrowly tailored to achieve the established compelling interest. *Id.* at *18.

The court found, citing agreement with the *DynaLantic* court, that the Section 8(a) Program satisfies all six factors of narrow tailoring. *Id.* First, alternative race-neutral remedies have proved unsuccessful in addressing the discrimination targeted with the Program. *Id.* Second, the Section 8(a) Program is appropriately flexible. *Id.* Third, Section 8(a) is neither over nor under-inclusive. *Id.* Fourth, the Section 8(a) Program imposes temporal limits on every individual's participation that fulfilled the durational aspect of narrow tailoring. *Id.* Fifth, the relevant aspirational goals for SDB contracting participation are numerically proportionate, in part because the evidence presented established that minority firms are ready, willing and able to perform work equal to 2 to 5 percent of government contracts in industries including but not limited to construction. *Id.* And six, the fact that the Section 8(a) Program reserves certain contracts for program participants does not, on its face, create an impermissible burden on non-participating firms. *Id.*; citing *DynaLantic*, 885 F.Supp.2d at 283-289.

Accordingly, the court concurred completely with the *DynaLantic* court's conclusion that the strict scrutiny standard has been met, and that the Section 8(a) Program is facially constitutional despite its reliance on race-conscious criteria. *Id.* at *18. The court found that on balance the disparity studies on which the government defendants rely reveal large, statistically significant barriers to business formation among minority groups that cannot be explained by factors other than race, and demonstrate that discrimination by prime contractors, private sector customers, suppliers and bonding companies continues to limit minority business development. *Id.* at *18, citing *DynaLantic*, 885 F.Supp.2d at 261, 263.

Moreover, the court found that the evidence clearly shows that qualified, eligible minority-owned firms are excluded from contracting markets, and accordingly provides powerful evidence from which an inference of discriminatory exclusion could arise. *Id.* at *18. The court concurred with the *DynaLantic* court's conclusion that based on the evidence before Congress, it had a strong basis in evidence to conclude the use of race-conscious measures was necessary in, at least, some circumstances. *Id.* at *18, citing *DynaLantic*, 885 F.Supp.2d at 274.

In addition, in connection with the narrow tailoring analysis, the court rejected Rothe's argument that Section 8(a) race-conscious provisions cannot be narrowly tailored because they apply across the board in equal measures, for all preferred races, in all markets and sectors. *Id.* at *19. The court stated the presumption that a minority applicant is socially disadvantaged may be rebutted if the SBA is presented with credible evidence to the contrary. *Id.* at *19. The court pointed out that any person may present credible evidence challenging an individual's status as socially or economically disadvantaged. *Id.* The court said that Rothe's argument is incorrect because it is based on the misconception that narrow tailoring necessarily means a remedy that is laser-focused on a single segment of a particular industry or area, rather than the common understanding that the

“narrowness” of the narrow-tailoring mandate relates to the relationship between the government’s interest and the remedy it prescribes. *Id.*

Conclusion. The court concluded that plaintiff’s facial constitutional challenge to the Section 8(a) Program failed, that the government defendants demonstrated a compelling interest for the government’s racial classification, the purported need for remedial action is supported by strong and un rebutted evidence, and that the Section 8(a) program is narrowly tailored to further its compelling interest. *Id.* at *20.

4. *DynaLantic Corp. v. United States Dept. of Defense, et al.*, 885 F.Supp.2d 237, 2012 WL 3356813 (D.D.C., 2012), appeals voluntarily dismissed, United States Court of Appeals, District of Columbia, Docket Numbers 12-5329 and 12-5330 (2014)

Plaintiff, the DynaLantic Corporation (“DynaLantic”), is a small business that designs and manufactures aircraft, submarine, ship, and other simulators and training equipment. DynaLantic sued the United States Department of Defense (“DoD”), the Department of the Navy, and the Small Business Administration (“SBA”) challenging the constitutionality of Section 8(a) of the Small Business Act (the “Section 8(a) program”), on its face and as applied: namely, the SBA’s determination that it is necessary or appropriate to set-aside contracts in the military simulation and training industry. 2012 WL 3356813, at *1, *37.

The Section 8(a) program authorizes the federal government to limit the issuance of certain contracts to socially and economically disadvantaged businesses. *Id.* at *1. DynaLantic claimed that the Section 8(a) is unconstitutional on its face because the DoD’s use of the program, which is reserved for “socially and economically disadvantaged individuals,” constitutes an illegal racial preference in violation of the equal protection in violating its right to equal protection under the Due Process Clause of the Fifth Amendment to the Constitution and other rights. *Id.* at *1. DynaLantic also claimed the Section 8(a) program is unconstitutional as applied by the federal defendants in DynaLantic’s specific industry, defined as the military simulation and training industry. *Id.*

As described in *DynaLantic Corp. v. United States Department of Defense*, 503 F.Supp. 2d 262 (D.D.C. 2007) (*see below*), the court previously had denied Motions for Summary Judgment by the parties and directed them to propose future proceedings in order to supplement the record with additional evidence subsequent to 2007 before Congress. 503 F.Supp. 2d at 267.

The Section 8(a) Program. The Section 8(a) program is a business development program for small businesses owned by individuals who are both socially and economically disadvantaged as defined by the specific criteria set forth in the congressional statute and federal regulations at 15 U.S.C. §§ 632, 636 and 637; *see* 13 CFR § 124. “Socially disadvantaged” individuals are persons who have been “subjected to racial or ethnic prejudice or cultural bias within American society because of their identities as members of groups without regard to their individual qualities.” 13 CFR § 124.103(a); *see also* 15 U.S.C. § 637(a)(5). “Economically disadvantaged” individuals are those socially disadvantaged individuals “whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged.” 13 CFR § 124.104(a); *see also* 15 U.S.C. § 637(a)(6)(A). *DynaLantic Corp.*, 2012WL 3356813 at *2.

Individuals who are members of certain racial and ethnic groups are presumptively socially disadvantaged; such groups include, but are not limited to, Black Americans, Hispanic Americans, Native Americans, Indian tribes, Asian-Pacific Americans, Native Hawaiian Organizations, and other minorities. *Id.* at *2 quoting 15 U.S.C. § 631(f)(1)(B)-(c); *see also* 13 CFR § 124.103(b)(1). All prospective program participants must show that they are economically disadvantaged, which requires an individual to show a net worth of less than \$250,000 upon entering the program, and a showing that the individual's income for three years prior to the application and the fair market value of all assets do not exceed a certain threshold. 2012 WL 3356813 at *3; *see* 13 CFR § 124.104(c)(2).

Congress has established an “aspirational goal” for procurement from socially and economically disadvantaged individuals, which includes but is not limited to the Section 8(a) program, of 5 percent of procurements dollars government wide. *See* 15 U.S.C. § 644(g)(1). *DynaLantic*, at *3. Congress has not, however, established a numerical goal for procurement from the Section 8(a) program specifically. *See Id.* Each federal agency establishes its own goal by agreement between the agency head and the SBA. *Id.* DoD has established a goal of awarding approximately 2 percent of prime contract dollars through the Section 8(a) program. *DynaLantic*, at *3. The Section 8(a) program allows the SBA, “whenever it determines such action is necessary and appropriate,” to enter into contracts with other government agencies and then subcontract with qualified program participants. 15 U.S.C. § 637(a)(1). Section 8(a) contracts can be awarded on a “sole source” basis (i.e., reserved to one firm) or on a “competitive” basis (i.e., between two or more Section 8(a) firms). *DynaLantic*, at *3-4; 13 CFR 124.501(b).

Plaintiff's business and the simulation and training industry. *DynaLantic* performs contracts and subcontracts in the simulation and training industry. The simulation and training industry is composed of those organizations that develop, manufacture, and acquire equipment used to train personnel in any activity where there is a human-machine interface. *DynaLantic* at *5.

Compelling interest. The Court rules that the government must make two showings to articulate a compelling interest served by the legislative enactment to satisfy the strict scrutiny standard that racial classifications are constitutional only if they are narrowly tailored measures that further compelling governmental interests.” *DynaLantic*, at *9. First, the government must “articulate a legislative goal that is properly considered a compelling government interest.” *Id.* quoting *Sherbrooke Turf v. Minn. DOT.*, 345 F.3d 964, 969 (8th Cir.2003). Second, in addition to identifying a compelling government interest, “the government must demonstrate ‘a strong basis in evidence’ supporting its conclusion that race-based remedial action was necessary to further that interest.” *DynaLantic*, at *9, quoting *Sherbrooke*, 345 F.3d 969.

After the government makes an initial showing, the burden shifts to *DynaLantic* to present “credible, particularized evidence” to rebut the government’s “initial showing of a compelling interest.” *DynaLantic*, at *10 quoting *Concrete Works of Colorado, Inc. v. City and County of Denver*, 321 F.3d 950, 959 (10th Cir. 2003). The court points out that although Congress is entitled to no deference in its ultimate conclusion that race-conscious action is warranted, its fact-finding process is generally entitled to a presumption of regularity and deferential review. *DynaLantic*, at *10, citing *Rothe Dev. Corp. v. U.S. Dep’t of Def.* (“*Rothe III*”), 262 F.3d 1306, 1321 n. 14 (Fed. Cir. 2001).

The court held that the federal Defendants state a compelling purpose in seeking to remediate either public discrimination or private discrimination in which the government has been a “passive participant.” *DynaLantic*, at *11. The Court rejected *DynaLantic*’s argument that the federal Defendants could only seek to remedy discrimination by a governmental entity, or discrimination by private individuals directly using government funds to discriminate. *DynaLantic*, at *11. The Court held that it is well established that the federal government has a compelling interest in ensuring that its funding is not distributed in a manner that perpetuates the effect of either public or private discrimination within an industry in which it provides funding. *DynaLantic*, at *11, citing *Western States Paving v. Washington State DOT*, 407 F.3d 983, 991 (9th Cir. 2005).

The Court noted that any public entity, state or federal, has a compelling interest in assuring that public dollars, drawn from the tax dollars of all citizens, do not serve to finance the evils of private prejudice, and such private prejudice may take the form of discriminatory barriers to the formation of qualified minority businesses, precluding from the outset competition for public contracts by minority enterprises. *DynaLantic* at *11 quoting *City of Richmond v. J. A. Croson Co.*, 488 U.S. 469, 492 (1995), and *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147, 1167-68 (10th Cir. 2000). In addition, private prejudice may also take the form of “discriminatory barriers” to “fair competition between minority and non-minority enterprises ... precluding existing minority firms from effectively competing for public construction contracts.” *DynaLantic*, at *11, quoting *Adarand VII*, 228 F.3d at 1168.

Thus, the Court concluded that the government may implement race-conscious programs not only for the purpose of correcting its own discrimination, but also to prevent itself from acting as a “passive participant” in private discrimination in the relevant industries or markets. *DynaLantic*, at *11, citing *Concrete Works IV*, 321 F.3d at 958.

Evidence before Congress. The Court analyzed the legislative history of the Section 8(a) program, and then addressed the issue as to whether the Court is limited to the evidence before Congress when it enacted Section 8(a) in 1978 and revised it in 1988, or whether it could consider post-enactment evidence. *DynaLantic*, at *16-17. The Court found that nearly every circuit court to consider the question has held that reviewing courts may consider post-enactment evidence in addition to evidence that was before Congress when it embarked on the program. *DynaLantic*, at *17. The Court noted that post-enactment evidence is particularly relevant when the statute is over thirty years old, and evidence used to justify Section 8(a) is stale for purposes of determining a compelling interest in the present. *Id.* The Court then followed the 10th Circuit Court of Appeals’ approach in *Adarand VII*, and reviewed the post-enactment evidence in three broad categories: (1) evidence of barriers to the formation of qualified minority contractors due to discrimination, (2) evidence of discriminatory barriers to fair competition between minority and non-minority contractors, and (3) evidence of discrimination in state and local disparity studies. *DynaLantic*, at *17.

The Court found that the government presented sufficient evidence of barriers to minority business formation, including evidence on race-based denial of access to capital and credit, lending discrimination, routine exclusion of minorities from critical business relationships, particularly through closed or “old boy” business networks that make it especially difficult for minority-owned businesses to obtain work, and that minorities continue to experience barriers to business networks. *DynaLantic*, at *17-21. The Court considered as part of the evidentiary basis before Congress multiple

disparity studies conducted throughout the United States and submitted to Congress, and qualitative and quantitative testimony submitted at Congressional hearings. *Id.*

The Court also found that the government submitted substantial evidence of barriers to minority business development, including evidence of discrimination by prime contractors, private sector customers, suppliers, and bonding companies. *DynaLantic*, at *21-23. The Court again based this finding on recent evidence submitted before Congress in the form of disparity studies, reports and Congressional hearings. *Id.*

State and local disparity studies. Although the Court noted there have been hundreds of disparity studies placed before Congress, the Court considers in particular studies submitted by the federal Defendants of 50 disparity studies, encompassing evidence from 28 states and the District of Columbia, which have been before Congress since 2006. *DynaLantic*, at *25-29. The Court stated it reviewed the studies with a focus on two indicators that other courts have found relevant in analyzing disparity studies. First, the Court considered the disparity indices calculated, which was a disparity index, calculated by dividing the percentage of MBE, WBE, and/or DBE firms *utilized* in the contracting market by the percentage of M/W/DBE firms *available* in the same market. *DynaLantic*, at *26. The Court said that normally, a disparity index of 100 demonstrates full M/W/DBE participation; the closer the index is to zero, the greater the M/W/DBE disparity due to underutilization. *DynaLantic*, at *26.

Second, the Court reviewed the method by which studies calculated the *availability* and *capacity* of minority firms. *DynaLantic*, at *26. The Court noted that some courts have looked closely at these factors to evaluate the reliability of the disparity indices, reasoning that the indices are not probative unless they are restricted to firms of significant size and with significant government contracting experience. *DynaLantic*, at *26. The Court pointed out that although discriminatory barriers to formation and development would impact capacity, the Supreme Court decision in *Croson* and the Court of Appeals decision in *O'Donnell Construction Co. v. District of Columbia, et al.*, 963 F.2d 420 (D.C. Cir. 1992) “require the additional showing that eligible minority firms experience disparities, notwithstanding their abilities, in order to give rise to an inference of discrimination.” *DynaLantic*, at *26, n. 10.

Analysis: Strong basis in evidence. Based on an analysis of the disparity studies and other evidence, the Court concluded that the government articulated a compelling interest for the Section 8(a) program and satisfied its initial burden establishing that Congress had a strong basis in evidence permitting race-conscious measures to be used under the Section 8(a) program. *DynaLantic*, at *29-37. The Court held that DynaLantic did not meet its burden to establish that the Section 8(a) program is unconstitutional on its face, finding that DynaLantic could not show that Congress did not have a strong basis in evidence for permitting race-conscious measures to be used under any circumstances, in any sector or industry in the economy. *DynaLantic*, at *29.

The Court discussed and analyzed the evidence before Congress, which included extensive statistical analysis, qualitative and quantitative consideration of the unique challenges facing minorities from all businesses, and an examination of their race-neutral measures that have been enacted by previous Congresses, but had failed to reach the minority owned firms. *DynaLantic*, at *31. The Court said Congress had spent decades compiling evidence of race discrimination in a variety of industries, including but not limited to construction. *DynaLantic*, at *31. The Court also found that the federal

government produced significant evidence related to professional services, architecture and engineering, and other industries. *DynaLantic*, at *31. The Court stated that the government has therefore “established that there are at least some circumstances where it would be ‘necessary or appropriate’ for the SBA to award contracts to businesses under the Section 8(a) program. *DynaLantic*, at *31, citing 15 U.S.C. § 637(a)(1).

Therefore, the Court concluded that in response to plaintiff’s facial challenge, the government met its initial burden to present a strong basis in evidence sufficient to support its articulated, constitutionally valid, compelling interest. *DynaLantic*, at *31. The Court also found that the evidence from around the country is sufficient for Congress to authorize a nationwide remedy. *DynaLantic*, at *31, n. 13.

Rejection of DynaLantic’s rebuttal arguments. The Court held that since the federal Defendants made the initial showing of a compelling interest, the burden shifted to the plaintiff to show why the evidence relied on by Defendants fails to demonstrate a compelling governmental interest. *DynaLantic*, at *32. The Court rejected each of the challenges by DynaLantic, including holding that: the legislative history is sufficient; the government compiled substantial evidence that identified private racial discrimination which affected minority utilization in specific industries of government contracting, both before and after the enactment of the Section 8(a) program; any flaws in the evidence, including the disparity studies, DynaLantic has identified in the data do not rise to the level of credible, particularized evidence necessary to rebut the government’s initial showing of a compelling interest; DynaLantic cited no authority in support of its claim that fraud in the administration of race-conscious programs is sufficient to invalidate Section 8(a) program on its face; and Congress had strong evidence that the discrimination is sufficiently pervasive across racial lines to justify granting a preference for all five groups included in Section 8(a). *DynaLantic*, at *32-36.

In this connection, the Court stated it agreed with *Croson* and its progeny that the government may properly be deemed a “passive participant” when it fails to adjust its procurement practices to account for the effects of identified private discrimination on the availability and utilization of minority-owned businesses in government contracting. *DynaLantic*, at *34. In terms of flaws in the evidence, the Court pointed out that the proponent of the race-conscious remedial program is not required to unequivocally establish the existence of discrimination, nor is it required to negate all evidence of non-discrimination. *DynaLantic*, at *35, citing *Concrete Work IV*, 321 F.3d at 991. Rather, a strong basis in evidence exists, the Court stated, when there is evidence approaching a *prima facie* case of a constitutional or statutory violation, not irrefutable or definitive proof of discrimination. *Id.*, citing *Croson*, 488 U.S. 500. Accordingly, the Court stated that DynaLantic’s claim that the government must independently verify the evidence presented to it is unavailing. *Id.* *DynaLantic*, at *35.

Also in terms of DynaLantic’s arguments about flaws in the evidence, the Court noted that Defendants placed in the record approximately 50 disparity studies which had been introduced or discussed in Congressional Hearings since 2006, which DynaLantic did not rebut or even discuss any of the studies individually. *DynaLantic*, at *35. DynaLantic asserted generally that the studies did not control for the capacity of the firms at issue, and were therefore unreliable. *Id.* The Court pointed out that Congress need not have evidence of discrimination in all 50 states to demonstrate a compelling interest, and that in this case, the federal Defendants presented recent evidence of discrimination in a significant number of states and localities which, taken together, represents a broad cross-section of

the nation. *DynaLantic*, at *35, n. 15. The Court stated that while not all of the disparity studies accounted for the capacity of the firms, many of them did control for capacity and still found significant disparities between minority and non-minority owned firms. *DynaLantic*, at *35. In short, the Court found that DynaLantic’s “general criticism” of the multitude of disparity studies does not constitute particular evidence undermining the reliability of the particular disparity studies and therefore is of little persuasive value. *DynaLantic*, at *35.

In terms of the argument by DynaLantic as to requiring proof of evidence of discrimination against each minority group, the Court stated that Congress has a strong basis in evidence if it finds evidence of discrimination is sufficiently pervasive across racial lines to justify granting a preference to all five disadvantaged groups included in Section 8(a). The Court found Congress had strong evidence that the discrimination is sufficiently pervasive across racial lines to justify a preference to all five groups. *DynaLantic*, at *36. The fact that specific evidence varies, to some extent, within and between minority groups, was not a basis to declare this statute facially invalid. *DynaLantic*, at *36.

Facial challenge: Conclusion. The Court concluded Congress had a compelling interest in eliminating the roots of racial discrimination in federal contracting and had established a strong basis of evidence to support its conclusion that remedial action was necessary to remedy that discrimination by providing significant evidence in three different areas. First, it provided extensive evidence of discriminatory barriers to minority business formation. *DynaLantic*, at *37. Second, it provided “forceful” evidence of discriminatory barriers to minority business development. *Id.* Third, it provided significant evidence that, even when minority businesses are qualified and eligible to perform contracts in both the public and private sectors, they are awarded these contracts far less often than their similarly situated non-minority counterparts. *Id.* The Court found the evidence was particularly strong, nationwide, in the construction industry, and that there was substantial evidence of widespread disparities in other industries such as architecture and engineering, and professional services. *Id.*

As-applied challenge. *DynaLantic* also challenged the SBA and DoD’s use of the Section 8(a) program as applied: namely, the agencies’ determination that it is necessary or appropriate to set-aside contracts in the military simulation and training industry. *DynaLantic*, at *37. Significantly, the Court points out that the federal Defendants “concede that they do not have evidence of discrimination in this industry.” *Id.* Moreover, the Court points out that the federal Defendants admitted that there “is no Congressional report, hearing or finding that references, discusses or mentions the simulation and training industry.” *DynaLantic*, at *38. The federal Defendants also admit that they are “unaware of any discrimination in the simulation and training industry.” *Id.* In addition, the federal Defendants admit that none of the documents they have submitted as justification for the Section 8(a) program mentions or identifies instances of past or present discrimination in the simulation and training industry. *DynaLantic*, at *38.

The federal Defendants maintain that the government need not tie evidence of discriminatory barriers to minority business formation and development to evidence of discrimination in any particular industry. *DynaLantic*, at *38. The Court concludes that the federal Defendants’ position is irreconcilable with binding authority upon the Court, specifically, the United States Supreme Court’s decision in *Croson*, as well as the Federal Circuit’s decision in *O’Donnell Construction Company*, which adopted *Croson*’s reasoning. *DynaLantic*, at *38. The Court holds that *Croson* made clear the

government must provide evidence demonstrating there were eligible minorities in the relevant market. *DynaLantic*, at *38. The Court held that absent an evidentiary showing that, in a highly skilled industry such as the military simulation and training industry, there are eligible minorities who are qualified to undertake particular tasks and are nevertheless denied the opportunity to thrive there, the government cannot comply with *Croson's* evidentiary requirement to show an inference of discrimination. *DynaLantic*, at *39, citing *Croson*, 488 U.S. 501. The Court rejects the federal government's position that it does not have to make an industry-based showing in order to show strong evidence of discrimination. *DynaLantic*, at *40.

The Court notes that the Department of Justice has recognized that the federal government must take an industry-based approach to demonstrating compelling interest. *DynaLantic*, at *40, citing *Cortez III Service Corp. v. National Aeronautics & Space Administration*, 950 F.Supp. 357 (D.D.C. 1996). In *Cortez*, the Court found the Section 8(a) program constitutional on its face, but found the program unconstitutional as applied to the NASA contract at issue because the government had provided no evidence of discrimination in the industry in which the NASA contract would be performed. *DynaLantic*, at *40. The Court pointed out that the Department of Justice had advised federal agencies to make industry-specific determinations before offering set-aside contracts and specifically cautioned them that without such particularized evidence, set-aside programs may not survive *Croson* and *Adarand*. *DynaLantic*, at *40.

The Court recognized that legislation considered in *Croson*, *Adarand* and *O'Donnell* were all restricted to one industry, whereas this case presents a different factual scenario, because Section 8(a) is not industry-specific. *DynaLantic*, at *40, n. 17. The Court noted that the government did not propose an alternative framework to *Croson* within which the Court can analyze the evidence, and that in fact, the evidence the government presented in the case is industry specific. *Id.*

The Court concluded that agencies have a responsibility to decide if there has been a history of discrimination in the particular industry at issue. *DynaLantic*, at *40. According to the Court, it need not take a party's definition of "industry" at face value, and may determine the appropriate industry to consider is broader or narrower than that proposed by the parties. *Id.* However, the Court stated, in this case the government did not argue with plaintiff's industry definition, and more significantly, it provided no evidence whatsoever from which an inference of discrimination in that industry could be made. *DynaLantic*, at *40.

Narrowly tailoring. In addition to showing strong evidence that a race-conscious program serves a compelling interest, the government is required to show that the means chosen to accomplish the government's asserted purpose are specifically and narrowly framed to accomplish that purpose. *DynaLantic*, at *41. The Court considered several factors in the narrowly tailoring analysis: the efficacy of alternative, race-neutral remedies, flexibility, over- or under-inclusiveness of the program, duration, the relationship between numerical goals and the relevant labor market, and the impact of the remedy on third parties. *Id.*

The Court analyzed each of these factors and found that the federal government satisfied all six factors. *DynaLantic*, at *41-48. The Court found that the federal government presented sufficient evidence that Congress attempted to use race-neutral measures to foster and assist minority owned businesses relating to the race-conscious component in Section 8(a), and that these race-neutral measures failed to remedy the effects of discrimination on minority small business owners.

DynaLantic, at *42. The Court found that the Section 8(a) program is sufficiently flexible in granting race-conscious relief because race is made relevant in the program, but it is not a determinative factor or a rigid racial quota system. *DynaLantic*, at *43. The Court noted that the Section 8(a) program contains a waiver provision and that the SBA will not accept a procurement for award as an 8(a) contract if it determines that acceptance of the procurement would have an adverse impact on small businesses operating outside the Section 8(a) program. *DynaLantic*, at *44.

The Court found that the Section 8(a) program was not over- and under-inclusive because the government had strong evidence of discrimination which is sufficiently pervasive across racial lines to all five disadvantaged groups, and Section 8(a) does not provide that every member of a minority group is disadvantaged. *DynaLantic*, at *44. In addition, the program is narrowly tailored because it is based not only on social disadvantage, but also on an individualized inquiry into economic disadvantage, and that a firm owned by a non-minority may qualify as socially and economically disadvantaged. *DynaLantic*, at *44.

The Court also found that the Section 8(a) program places a number of strict durational limits on a particular firm's participation in the program, places temporal limits on every individual's participation in the program, and that a participant's eligibility is continually reassessed and must be maintained throughout its program term. *DynaLantic*, at *45. Section 8(a)'s inherent time limit and graduation provisions ensure that it is carefully designed to endure only until the discriminatory impact has been eliminated, and thus it is narrowly tailored. *DynaLantic*, at *46.

In light of the government's evidence, the Court concluded that the aspirational goals at issue, all of which were less than 5 percent of contract dollars, are facially constitutional. *DynaLantic*, at *46-47. The evidence, the Court noted, established that minority firms are ready, willing, and able to perform work equal to 2 to 5 percent of government contracts in industries including but not limited to construction. *Id.* The Court found the effects of past discrimination have excluded minorities from forming and growing businesses, and the number of available minority contractors reflects that discrimination. *DynaLantic*, at *47.

Finally, the Court found that the Section 8(a) program takes appropriate steps to minimize the burden on third parties, and that the Section 8(a) program is narrowly tailored on its face. *DynaLantic*, at *48. The Court concluded that the government is not required to eliminate the burden on non-minorities in order to survive strict scrutiny, but a limited and properly tailored remedy to cure the effects of prior discrimination is permissible even when it burdens third parties. *Id.* The Court points to a number of provisions designed to minimize the burden on non-minority firms, including the presumption that a minority applicant is socially disadvantaged may be rebutted, an individual who is not presumptively disadvantaged may qualify for such status, the 8(a) program requires an individualized determination of economic disadvantage, and it is not open to individuals whose net worth exceeds \$250,000 regardless of race. *Id.*

Conclusion. The Court concluded that the Section 8(a) program is constitutional on its face. The Court also held that it is unable to conclude that the federal Defendants have produced evidence of discrimination in the military simulation and training industry sufficient to demonstrate a compelling interest. Therefore, *DynaLantic* prevailed on its as-applied challenge. *DynaLantic*, at *51. Accordingly, the Court granted the federal Defendants’ Motion for Summary Judgment in part (holding the Section 8(a) program is valid on its face) and denied it in part, and granted the plaintiff’s Motion for Summary Judgment in part (holding the program is invalid as applied to the military simulation and training industry) and denied it in part. The Court held that the SBA and the DoD are enjoined from awarding procurements for military simulators under the Section 8(a) program without first articulating a strong basis in evidence for doing so.

Appeals voluntarily dismissed, and Stipulation and Agreement of Settlement Approved and Ordered by District Court. A Notice of Appeal and Notice of Cross Appeal were filed in this case to the United States Court of Appeals for the District of Columbia by the United States and DynaLantic: Docket Numbers 12-5329 and 12-5330. Subsequently, the appeals were voluntarily dismissed, and the parties entered into a Stipulation and Agreement of Settlement, which was approved by the District Court (Jan. 30, 2014). The parties stipulated and agreed *inter alia*, as follows: (1) the Federal Defendants were enjoined from awarding prime contracts under the Section 8(a) program for the purchase of military simulation and military simulation training contracts without first articulating a strong basis in evidence for doing so; (2) the Federal Defendants agreed to pay plaintiff the sum of \$1,000,000.00; and (3) the Federal Defendants agreed they shall refrain from seeking to vacate the injunction entered by the Court for at least two years.

The District Court on January 30, 2014 approved the Stipulation and Agreement of Settlement, and So Ordered the terms of the original 2012 injunction modified as provided in the Stipulation and Agreement of Settlement.

5. *DynaLantic Corp. v. United States Dept. of Defense, et al.*, 503 F. Supp.2d 262 (D.D.C. 2007)

DynaLantic Corp. involved a challenge to the DOD’s utilization of the Small Business Administration’s (“SBA”) 8(a) Business Development Program (“8(a) Program”). In its Order of August 23, 2007, the district court denied both parties’ Motions for Summary Judgment because there was no information in the record regarding the evidence before Congress supporting its 2006 reauthorization of the program in question; the court directed the parties to propose future proceedings to supplement the record. 503 F. Supp.2d 262, 263 (D.D.C. 2007).

The court first explained that the 8(a) Program sets a goal that no less than 5 percent of total prime federal contract and subcontract awards for each fiscal year be awarded to socially and economically disadvantaged individuals. *Id.* Each federal government agency is required to establish its own goal for contracting but the goals are not mandatory and there is no sanction for failing to meet the goal. Upon application and admission into the 8(a) Program, small businesses owned and controlled by disadvantaged individuals are eligible to receive technological, financial, and practical assistance, and support through preferential award of government contracts. For the past few years, the 8(a) Program was the primary preferential treatment program the DOD used to meet its 5 percent goal. *Id.* at 264.

This case arose from a Navy contract that the DOD decided to award exclusively through the 8(a) Program. The plaintiff owned a small company that would have bid on the contract but for the fact it was not a participant in the 8(a) Program. After multiple judicial proceedings the D.C. Circuit dismissed the plaintiff's action for lack of standing but granted the plaintiff's motion to enjoin the contract procurement pending the appeal of the dismissal order. The Navy cancelled the proposed procurement but the D.C. Circuit allowed the plaintiff to circumvent the mootness argument by amending its pleadings to raise a facial challenge to the 8(a) program as administered by the SBA and utilized by the DOD. The D.C. Circuit held the plaintiff had standing because of the plaintiff's inability to compete for DOD contracts reserved to 8(a) firms, the injury was traceable to the race-conscious component of the 8(a) Program, and the plaintiff's injury was imminent due to the likelihood the government would in the future try to procure another contract under the 8(a) Program for which the plaintiff was ready, willing, and able to bid. *Id.* at 264-65.

On remand, the plaintiff amended its complaint to challenge the constitutionality of the 8(a) Program and sought an injunction to prevent the military from awarding any contract for military simulators based upon the race of the contractors. *Id.* at 265. The district court first held that the plaintiff's complaint could be read only as a challenge to the DOD's implementation of the 8(a) Program [pursuant to 10 U.S.C. § 2323] as opposed to a challenge to the program as a whole. *Id.* at 266. The parties agreed that the 8(a) Program uses race-conscious criteria so the district court concluded it must be analyzed under the strict scrutiny constitutional standard. The court found that in order to evaluate the government's proffered "compelling government interest," the court must consider the evidence that Congress considered at the point of authorization or reauthorization to ensure that it had a strong basis in evidence of discrimination requiring remedial action. The court cited to *Western States Paving* in support of this proposition. *Id.* The court concluded that because the DOD program was reauthorized in 2006, the court must consider the evidence before Congress in 2006.

The court cited to the recent *Rotbe* decision as demonstrating that Congress considered significant evidentiary materials in its reauthorization of the DOD program in 2006, including six recently published disparity studies. The court held that because the record before it in the present case did not contain information regarding this 2006 evidence before Congress, it could not rule on the parties' Motions for Summary Judgment. The court denied both motions and directed the parties to propose future proceedings in order to supplement the record. *Id.* at 267.

APPENDIX C.

City-Parish Contract Data Collection

Keen Independent compiled data about City-Parish procurements as well as subcontracts on certain contracts. The study team examined construction, professional services, goods and other services contracts during the January 1, 2013 through September 30, 2017 study period.

Appendix C describes the study team's utilization data collection processes in three parts:

- A. Data for prime contractors, consultants and other vendors;
- B. Subcontract data; and
- C. Characteristics of utilized firms.

A. Data for Prime Contractors, Consultants and other Vendors

Data received. Keen Independent compiled information about firms receiving procurements with the City-Parish through two sources:

- Purchase Orders (POs) data maintained in Open Data BR; and
- Payments (Checks) provided by the Department of Information Services.

Purchase Orders. Keen Independent examined information for purchases orders issued during the January 1, 2013 through September 30, 2017 study period. The study team used the Item Description field as the principal source of information to code the type of work involved in each procurement.

Payments (checks). Keen Independent supplemented purchase orders information with payments database (checks) provided by the Department of Information Services. The checks data indicated amounts paid for each voucher number. Keen Independent summed the payments for each voucher number to prepare a consolidated total for each procurement.

The study team used the ACCT_ACTUAL_KEY field to identify account number and descriptions associated with those payments. The account numbers were used to code the type of work involved in each procurement and identify exclusions.

Many of the payments were for procurements already identified in the PO data. The POHD_PO_NO field in the payments data was used to identify whether there was record in the PO file for that payment. Those POs identified in both Purchase Orders and Checks files were removed from the Checks file before merging the two sources of data.

Exclusions. Some types of purchases are typically outside the scope of a disparity study. The study team made certain exclusions related to payments to:

- Government agencies;
- Nonprofits;
- Utilities;
- Banks;
- Colleges and universities;
- Insurance companies;
- Environmental Protection Agency grants;
- U.S. Department of Housing and Urban Development grants; and
- Products related to national markets (e.g. medical equipment, police equipment supplies, office supplies).

Exclusion of very small purchases. The study team examined procurements that totaled more than \$10,000 in payments for POs and \$100 for checks. Procurements below these amounts were not included in the final database.

Coding of work types. Keen Independent coded the type of work involved in each procurement using 50+ categories of construction, professional services, goods and other services work. For example, “electrical work” is one category of construction work used when coding the type of work for different procurements.

Keen Independent based its coding of types of work on the 8-digit subindustry codes developed by Dun & Bradstreet. D&B uses a system that follows the 4-digit Standard Industrial Classification (SIC) system, with more subcategories within each sector. This is a more detailed coding of subindustries available from the NAICS systems of subindustry codes that is sometimes used in economic research.

To code the primary type of work involved in each procurement, Keen Independent examined the description in the contract and procurement files or researched the principal type of work performed by a contractor or vendor by researching that company.

Information analyzed. Keen Independent received data regarding City procurements (purchase orders and checks) totaling \$16.6 billion for the January 1, 2013 through September 30, 2017 study period. Keen Independent attempted to eliminate double counting of checks and purchase orders and made other adjustments to combine the purchase order and check data into a final dataset for City procurements.

Keen Independent describes these adjustments on the following page and in Figure C-1.

As detailed in Figure C-1, the study team made the following adjustments to the PO and check procurement data:

- The study team did not analyze purchase orders less than \$10,000 (totaling \$15 million or 0.6% of purchase order dollars) and less than \$100 for checks (\$142 million or 1.0% of total dollars of checks).
- For the checks database, the study team removed \$8.9 billion based on the account code (e.g. fees, donations, salaries, reimbursements, insurance, permits) and \$1.5 billion already identified in the PO database.
- The study team excluded from the final database \$3.6 billion expenditures as they were not made with businesses or were outside the scope of the disparity study. These included purchases with colleges and universities, non-for-profits, utilities, banks, insurance companies, and products related to national markets (e.g. medical equipment, police equipment supplies, office supplies).

After making these exclusions, the final database of procurements for the study period included \$2.5 billion of City purchases. Of that total, \$2.2 billion was identified from purchase orders and \$284 million was identified from payments.

Figure C-1 presents the contract amount examined for work type coding.

Figure C-1.
Purchase orders and checks (millions), January 2013-September 2017

| | Purchase orders | Checks | Total |
|---|-----------------|---------------|-----------------|
| Total procurement records in study period initially received from City-Parish | \$ 2,451 | \$ 14,126 | \$ 16,578 |
| Deductions from the total | | | |
| Checks below \$100, POs below \$10,000 | 15 | 142 | 157 |
| Exclusions based on account code or because already in PO data | | 10,365 | 10,365 |
| Other exclusions | 262 | 3,335 | 3,597 |
| Total | \$ 2,175 | \$ 284 | \$ 2,459 |

Source: Keen Independent Research from City-Parish procurement data.

B. Subcontract Data

Data received. Keen Independent compiled information about subcontracts involved in large construction and certain professional services procurements. The study team collected subcontract data:

- Directly from City-Parish departments;
- Through Keen Independent requests to prime contractors; and
- Through Keen Independent requests to subcontractors named in City-Parish documents (to supplement the information the City-Parish already had).

Subcontractor construction data obtained directly from City-Parish departments.

Keen Independent provided the City-Parish the PO numbers and associated contract numbers for procurements with a construction or professional services category description (POCATEGORYDESCRIPTION and ITEMDESCRIPTION field).

The City-Parish was able to provide subcontract information for some of the purchase order numbers. However, much of this information was limited to the name of the subcontractor without data on the dollar amount of the subcontract.

Subcontractor construction data obtained directly from primes. The study team attempted to obtain subcontract data directly from the construction prime contractors that were awarded contracts over \$150,000 and construction-related professional services prime consultants that were awarded contracts over \$1 million. Keen Independent used email, phone and direct mail to reach these prime contractors. Fewer than one-half of the prime contractors provided this information. Some refused to provide these data and others agreed to provide data but did not follow through. There were a few firms that indicated that they no longer had that information or that it was prohibitively difficult to obtain (some records were apparently lost due to flooding). For other prime contractors, Keen Independent was unable to reach company representatives who might have access to such information, even after repeated attempts to reach these individuals.

Subcontractor construction data obtained directly from City-Parish departments. Keen Independent also reached out to the subcontractors that were identified in City-Parish contract records but with no subcontract amounts reported. Some firms were able to provide subcontract amounts for specific City-Parish contracts.

Total subcontract data collected. Figure C-2 describes the portion of construction contract dollars for which the study team was able to obtain complete subcontract data. Of the \$1.5 billion in total construction contract dollars, the study team compiled complete subcontract information for about 20 percent of the value of those contracts. For another \$398 million in construction contracts, Keen Independent obtained the names of the subcontractors but no information about the value of those subcontracts. The study team obtained no subcontract information for about one-half of the total value of construction contracts.

The amount of information received for construction subcontracts is a limitation of this study.

Figure C-2.

Summary of subcontract data for construction contracts collected for the study.

| | Dollars | Percentage |
|---|-------------------------|----------------|
| Prime contract dollars with complete info for some subs | \$ 20,534,630 | 1.4 % |
| Prime contract dollars with reportedly no subs | 97,112,634 | 6.4 |
| Prime contract dollars with complete sub info | 182,036,375 | 12.0 |
| Prime contract dollars with DBE sub info only | 3,004,869 | 0.2 |
| Total prime contract dollars with some complete sub info | 302,688,508 | 20.0 % |
| Prime contract dollars with sub names but no amounts | 397,757,817 | 26.3 |
| Prime contract dollars with total sub amount but no sub names | 7,074,596 | 0.5 |
| Total prime contract dollars with no info | 807,365,281 | 53.3 |
| Total prime contract dollars | \$ 1,514,886,202 | 100.0 % |

Source: Keen Independent Research from City-Parish procurement data.

C. Characteristics of Utilized Firms

Keen Independent examined firm location and attempted to collect other business characteristics including the race, ethnicity, gender, veteran status and service-disabled veteran status of the business owner as well as business size.

Firm location. The study team analyzed the location of firms receiving City-Parish work based on vendor address data provided in the vendor databases.

Sometimes the vendor database only had a headquarters or billing address and not the address for its Baton Rouge location. For firms receiving a large amount of procurement dollars that initially appeared to be out-of-state, Keen Independent further researched whether the business had a physical presence within the Baton Rouge geographic market area.

Firm ownership. The City-Parish provided race/ethnicity, gender, veteran, service-disabled veteran and small business status for some but not all businesses in its vendor database.

Collecting data on the race, ethnicity and gender ownership of utilized firms is key to building the database on firm characteristics. Sources of information to determine whether firms are owned by minorities or women (including race/ethnicity) and whether firms are certified included:

- Study team telephone interviews with firm owners and managers;
- Availability survey with firm owners and managers;
- Utilization survey with firm owners and managers;
- Louisiana Economic Development and Louisiana Division of Administration Certification Hudson Initiative (small business certification program);
- Small Business Administration Dynamic Small Business Database. This database includes small businesses registered in the System for Award Management (SAM).
- Louisiana United Certification Program directory of Disadvantaged Business Enterprises;
- Information from Dun & Bradstreet; and
- Study team additional research.

APPENDIX D.

General Approach to Availability Analysis

The study team used an approach similar to a “custom census” to compile data on minority- and women-owned businesses and majority-owned firms available for City-Parish contracts and developed dollar-weighted estimates of MBE/WBE availability based on analysis of City-Parish prime contracts and subcontracts. Appendix D further explains the availability data collection methodology in five parts:

- A. General approach to collecting availability information;
- B. Development of the survey instruments;
- C. Execution of surveys;
- D. MBE/WBE availability calculations on a contract-by-contract basis
- E. Additional considerations related to measuring availability; and
- F. Availability survey instrument.

A. General Approach to Collecting Availability Information

Keen Independent collected information from firms about their availability for City-Parish contracts through a telephone survey as well as fax and email surveys, available to businesses through the study’s website.

Listings. The firms contacted in the availability surveys came from two different sources:

- Company representatives who had previously identified themselves to the City-Parish as interested in learning about future work by registering with the City-Parish Vendor Self-Service (VSS) system.
- Businesses that Dun & Bradstreet (D&B) identified in study-related subindustries in Baton Rouge Metropolitan Statistical Area¹ (the D&B Hoover’s business establishment database).

The availability analysis focused on companies in the Baton Rouge area performing types of work most relevant to City-Parish procurements. As such, Keen Independent did not include all of the listings in the bidder/vendor lists or D&B database in the availability surveys, as described below.

¹ Corresponding to the federally defined Baton Rouge, LA Metropolitan Statistical Area (MSA), which includes Ascension, Assumption, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, Saint Helena, West Baton Rouge and West Feliciana parishes.

City-Parish Vendor Self-Service system lists. The City-Parish provided a list of vendors interested in learning about construction, professional services, goods and other services work opportunities for the City-Parish. The individuals and businesses on these lists indicated that they are interested in bidding on City-Parish contracting opportunities.

Keen Independent excluded any listings for government agencies or not-for-profit organizations (either before the survey or based on a question in the survey).

Dun & Bradstreet Hoover's database. There might be other firms available for City-Parish work that do not appear on City-Parish lists. Therefore, Keen Independent supplemented the firms on the City-Parish lists by acquiring Dun & Bradstreet data for firms in the study area that do business in relevant subindustries.

Dun & Bradstreet's Hoover's affiliate maintains the largest commercially available database of U.S. businesses. The study team used D&B listings to identify firms that might be qualified and interested in doing work for the City-Parish and other local agencies.

Chapter 3 describes how the study team determined the types of work involved in City-Parish prime contract and subcontracts. The subindustries to be included in the survey were determined after reviewing City-Parish prime contract and subcontract dollars for different types of work. D&B classifies types of work by 8-digit work specialization codes.² Figure D-1 on page 3 of this appendix identifies the work specialization codes the study team determined were the most related to the contracts and subcontracts examined in the study.

The study team obtained a list of firms from the D&B Hoover's database within relevant work codes that had locations in the Baton Rouge area. D&B provided phone numbers for these businesses.

Total listings. Keen Independent attempted to consolidate information when a firm had multiple listings across these data sources. After consolidation, the data sources provided 11,476 unique listings for the availability surveys.

The study team did not draw a sample of those firms for the availability analysis; rather, the study team attempted to contact each business identified through telephone surveys and other methods. Some courts have referred to similar approaches to gathering availability data as a "custom census."

² D&B has developed 8-digit industry codes to provide more precise definitions of firm specializations than the 4-digit SIC codes or the NAICS codes that the federal government has prepared.

Telephone surveys. Keen Independent retained Customer Research International (CRI) to conduct telephone surveys with listed businesses. After receiving the list described above, CRI used the following steps to complete telephone surveys with business establishments:

- Firms were contacted by telephone. Up to five phone calls were made at different times of day and different days of the week to attempt to reach each company.
- Interviewers indicated that the calls were made on behalf of the City of Baton Rouge and BREC for purposes of compiling a list of companies interested in providing goods, services or construction to local governments in Baton Rouge.
- Some firms immediately indicated in the phone calls that they had no interest in City-Parish or BREC work, so no further survey was necessary. (Such surveys were treated as complete.)

Other avenues to complete a survey. Even if a company was not able to complete a survey on the telephone, business owners could request a fax or fillable PDF version of the survey. Business owners could also complete the fax or PDF survey via a link provided by CRI and posted on the study website.

Figure D-1.
D&B 8-digit codes for City- and BREC-related availability list source

| Construction | |
|--|--|
| Underground utilities work | |
| 16230000 | Water, sewer and utility lines |
| 16230300 | Water and sewer line construction |
| 16230301 | Aqueduct construction |
| 16230302 | Sewer line construction |
| 16230303 | Water main construction |
| 16239902 | Manhole construction |
| 16239903 | Pipe laying construction |
| 16239904 | Pipeline construction |
| 16239905 | Pumping station construction |
| 16239906 | Underground utilities contractor |
| Wastewater and sewage treatment plant work | |
| 16290505 | Wastewater and sewage treatment plant work |
| Road construction and paving | |
| 16110000 | Highway and street construction |
| 16110200 | Surfacing and paving |
| 16110202 | Concrete construction, roads, highways, sidewalks, etc. |
| 16110203 | Grading |
| 16110204 | Highway and street paving contractor |
| 16110205 | Resurfacing contractor |
| 16110206 | Sidewalk construction |
| 16110207 | Gravel or dirt road construction |
| 16119901 | General contractor, highway and street construction |
| 16119902 | Highway and street maintenance |
| 16119903 | Highway reflector installation |
| 17110302 | Driveway contractor |
| 17110303 | Parking lot construction |
| 17210303 | Pavement marking contractor |
| 17710200 | Curb and sidewalk contractors |
| 17710201 | Curb construction |
| 17710300 | Driveway, parking lot and blacktop contractors |
| 17710301 | Blacktop (asphalt) work |
| Bridge and elevated highway construction | |
| 16220000 | Bridge and elevated highway construction |
| Concrete flatwork | |
| 16110206 | Sidewalk construction |
| 17710200 | Curb and sidewalk contractors |
| 17710201 | Curb construction |
| 17710202 | Sidewalk contractor |
| Excavation, site prep, grading and drainage | |
| 16290105 | Drainage system construction |
| 16290109 | Levee construction |
| 16290112 | Pond construction |
| 16290400 | Land preparation construction |
| 16290401 | Land leveling |
| 16290402 | Land reclamation |
| 16290403 | Rock removal |
| 16290404 | Timber removal |
| 16299901 | Blasting contractor, except building demolition |
| 16299902 | Earthmoving contractor |
| 16299903 | Land clearing contractor |
| 16299904 | Pile driving contractor |
| 16299906 | Trenching contractor |
| 17940000 | Excavation work |
| 17949901 | Excavation and grading, building construction |
| 17990900 | Building site preparation |
| Plumbing, heating and air conditioning | |
| 17110000 | Plumbing, heating and air conditioning |
| Plastering, drywall and insulation work | |
| 17420000 | Plastering, drywall and insulation work |
| Heavy construction equipment (see Goods) | |
| Guardrails, fencing and signs | |
| 16110100 | Guardrails, fencing and signs |
| 16110101 | Guardrail construction, highways |
| 16110102 | Highway and street sign installation |
| 17999912 | Fence construction |
| Wrecking and demolition | |
| 17950000 | Wrecking and demolition work |
| 17959901 | Concrete breaking for streets and highways |
| 17959902 | Demolition, buildings and other structures |
| 17959903 | Dismantling steel oil tanks |
| Remediation and clean-up | |
| 17990503 | Construction site cleanup |
| 17990800 | Remediation and clean-up |
| 17990801 | Asbestos removal and encapsulation |
| 49590300 | Toxic or hazardous waste cleanup |
| 49590301 | Oil spill cleanup |
| 49590302 | Environmental cleanup services |
| Temporary traffic control | |
| 73899921 | Temporary traffic control |
| Office and public building construction | |
| 15410000 | Industrial buildings and warehouses |
| 15419900 | Industrial buildings and warehouses, nec |
| 15419909 | Renovation, remodeling and repairs, industrial buildings |
| 15419910 | Steel building construction |
| 15420000 | Nonresidential construction, nec |
| 15420100 | Commercial and office building contractors |
| 15420101 | Commercial and office building, new construction |
| 15420102 | Commercial and office buildings, prefabricated erection |
| 15420103 | Commercial and office buildings, renovation and repair |
| 15420400 | Specialized public building contractors |
| 15420402 | Fire station construction |
| 15429901 | Custom builders, non-residential |
| 15429903 | Institutional building construction |
| Sports and recreational facility construction | |
| 15429905 | Stadium construction |
| 16290300 | Sports and recreational facility construction |
| 16290302 | Golf course construction |
| 16290303 | Tennis court construction |
| 17990100 | Athletic and recreation facilities construction |
| 17990102 | Court construction, indoor athletic |
| 17990103 | Playground construction and equipment installation |
| 17990105 | Swimming pool construction |
| Electrical work | |
| 17310000 | Electrical work |
| Landscape installation contracting | |
| 07820207 | Sodding contractor |
| 07820210 | Turf installation services, except artificial |
| 7829903 | Landscape installation contracting |
| 07829903 | Landscape contractors |
| 07830101 | Planting services, ornamental bush |
| 07830102 | Planting services, ornamental tree |
| 07830103 | Pruning services, ornamental bush |
| 07830104 | Pruning services, ornamental tree |
| Roofing | |
| 17610100 | Roofing and gutter work |
| 17610102 | Roof repair |
| 17610103 | Roofing contractor |
| Construction materials and supplies (see Goods) | |
| Landscape maintenance (see Other services) | |

Source: Keen Independent Research availability analysis.

Figure D-1.

D&B 8-digit codes for City- and BREC-related availability list source (cont.)

| Professional services | |
|--|--|
| Architecture and engineering | |
| 87110000 | Engineering services |
| 87110100 | Sanitary engineers |
| 87110101 | Pollution control engineering |
| 87110400 | Construction and civil engineering |
| 87110401 | Building construction consultant |
| 87110402 | Civil engineering |
| 87110403 | Heating and ventilation engineering |
| 87110404 | Structural engineering |
| 87119900 | Engineering services, nec |
| 87119901 | Acoustical engineering |
| 87119903 | Consulting engineer |
| 87119904 | Mechanical engineer |
| 87119905 | Electrical or electronic engineering |
| 87119906 | Energy conservation engineering |
| 87119907 | Fire protection engineering |
| 87119909 | Professional engineer |
| 87120000 | Architectural services |
| 87120100 | Architectural engineering |
| 87120101 | Architectural engineering |
| Landscape architecture | |
| 7810200 | Landscape architecture |
| 7810201 | Landscape architects |
| 7810202 | Landscape counseling services |
| 7810203 | Landscape planning services |
| Construction management | |
| 15429902 | Design and erection, combined: non-residential |
| 87419902 | Construction management |
| 87420402 | Construction project management consultant |
| Environmental consulting | |
| 87310302 | Environmental research |
| 87489905 | Environmental consulting |
| 87489905 | Environmental consultant |
| Inspection and testing | |
| 07119906 | Soil testing services |
| 73890201 | Air pollution measuring service |
| 73890203 | Building inspection service |
| 73890209 | Pipeline and power line inspection service |
| 73890211 | Sewer inspection service |
| 87340000 | Testing laboratories |
| 87340100 | Radiation laboratories |
| 87340103 | Welded joint radiographing |
| 87340104 | X-ray inspection service, industrial |
| 87340300 | Pollution testing |
| 87340301 | Hazardous waste testing |
| 87349900 | Testing laboratories, nec |
| 87349905 | Hydrostatic testing laboratory |
| 87349907 | Metallurgical testing laboratory |
| 87349909 | Soil analysis |
| 87349911 | Water testing laboratory |
| 89990700 | Earth science services |
| 89990701 | Geological consultant |
| Real estate consulting and appraisal | |
| 65319901 | Real estate consulting and appraisal |
| IT and data services | |
| 73710000 | Custom computer programming services |
| 73710100 | Custom computer programming services |
| 73710101 | Computer software systems analysis and design |
| 73730102 | IT and data services |
| 73730200 | Systems integration services |
| 73730201 | Local area network (LAN) systems integrator |
| 73730202 | Office computer automation systems integration |
| 73740000 | Data processing and preparation |
| 73740100 | Computer processing services |
| 73749900 | Data processing and preparation, nec |
| 73749901 | Data entry service |
| 73749902 | Data processing service |
| 73749903 | Data verification service |
| 73749904 | Key punch service |
| 73749905 | Optical scanning data service |
| 73749906 | Tabulating service |
| 73790000 | Computer related services, nec |
| 73790100 | Computer related maintenance services |
| 87480302 | Telecommunications consultant |
| 87480400 | Systems analysis and engineering consulting services |
| 87480401 | Systems analysis or design |
| 87480402 | Systems engineering consultant |
| Business research and consulting | |
| 87320000 | Commercial nonphysical research |
| 87320100 | Market analysis, business and economic research |
| 87320101 | Business analysis |
| 87320102 | Business economic service |
| 87320103 | Business research service |
| 87320104 | Economic research |
| 87320105 | Market analysis or research |
| 87320107 | Opinion research |
| 87320108 | Research services, except laboratory |
| 87320200 | Commercial sociological and educational research |
| 87320201 | Educational research |
| 87320202 | Sociological research |
| 87410000 | Management services |
| 87410100 | Business management |
| 87410101 | Administrative management |
| 87410103 | Office management |
| 87410104 | Personnel management |
| 87419900 | Management services, nec |
| 87420000 | Management consulting services |
| 87420104 | Maintenance management consultant |
| 87420105 | Management engineering |
| 87489900 | Business consulting, nec |
| 87489902 | Educational consultant |
| Advertising, marketing, graphic design and public relations | |
| 73360000 | Graphic design |
| 73110000 | Advertising agencies |
| 73119900 | Advertising agencies, nec |
| 73119901 | Advertising consultant |
| 87420300 | Marketing consulting services |
| 87430000 | Public relations services |
| 87439900 | Public relations services, nec |
| 87480300 | Communications consulting |

Source: Keen Independent Research availability analysis.

Figure D-1.

D&B 8-digit codes for City- and BREC-related availability list source (cont.)

| Other services | |
|--|--|
| Waste collection and disposal | |
| 49530000 | Refuse systems |
| 49530100 | Hazardous waste collection and disposal |
| 49530101 | Acid waste, collection and disposal |
| 49530102 | Chemical detoxification |
| 49530103 | Radioactive waste materials, disposal |
| 49530200 | Refuse collection and disposal services |
| 49530201 | Garbage: collecting, destroying and processing |
| 49530202 | Liquid waste, collection and disposal |
| 49530203 | Rubbish collection and disposal |
| 49530204 | Street refuse systems |
| 49530300 | Nonhazardous waste disposal sites |
| 49530301 | Dumps, operation of |
| 49530302 | Sanitary landfill operation |
| 49530303 | Sludge disposal sites |
| 49539900 | Refuse systems, nec |
| 49539901 | Ashes, collection and disposal |
| 49539902 | Dead animal disposal |
| 49539903 | Incinerator operation |
| 49539904 | Medical waste disposal |
| Building cleaning and maintenance | |
| 72170000 | Carpet and upholstery cleaning |
| 72170100 | Carpet and upholstery cleaning on customer premises |
| 72170101 | Carpet and furniture cleaning on location |
| 72170102 | Upholstery cleaning on customer premises |
| 73490000 | Building maintenance services, nec |
| 73490100 | Building and office cleaning services |
| 73490101 | Building cleaning service |
| 73490102 | Building maintenance, except repairs |
| 73490104 | Janitorial service, contract basis |
| 73490105 | Lighting maintenance service |
| 73490106 | Office cleaning or charring |
| 73499902 | Cleaning service, industrial or commercial |
| Landscape maintenance | |
| 07820000 | Lawn and garden services |
| 07830000 | Ornamental shrub and tree services |
| Security systems services | |
| 73820000 | Security systems services |
| 73829900 | Security systems services, nec |
| 73829901 | Burglar alarm maintenance and monitoring |
| 73829902 | Fire alarm maintenance and monitoring |
| 73829903 | Protective devices, security |
| 73829904 | Confinement surveillance systems |
| Elevator services | |
| 76992501 | Elevator services |
| Catering | |
| 58129903 | Catering |
| Local transportation services | |
| 41110100 | Bus transportation |
| Facilities operation and support | |
| 87440000 | Facilities support services |
| 87449900 | Facilities support services, nec |
| 87449902 | Correctional facility |
| Security guard services | |
| 73810100 | Security guard services |
| 73810102 | Burglary protection service |
| 73810104 | Protective services, guard |
| 73810105 | Security guard service |
| Sewer cleaning and inspection | |
| 73890211 | Sewer inspection service |
| 76990403 | Sewer cleaning and rodding |
| Pest control | |
| 73420202 | Exterminating and fumigating |
| 73420203 | Pest control in structures |
| 73420204 | Termite control |
| Equipment repair services | |
| 36992212 | Welding equipment repair |
| 76290200 | Electrical equipment repair services |
| 76290201 | Electrical equipment repair, high voltage |
| 76290202 | Electrical measuring instrument repair and calibration |
| 76290203 | Electronic equipment repair |
| 76299902 | Business machine repair, electric |
| 76299904 | Generator repair |
| 76299905 | Telecommunications equipment repair |
| 76920000 | Welding repair |
| 76940000 | Armature rewinding shops |
| 76992209 | Pumps and pumping equipment repair |
| Staffing services | |
| 73610000 | Employment agencies |
| 73610100 | Placement agencies |
| 73610101 | Executive placement |
| 73610102 | Labor contractors (employment agency) |
| 73630000 | Help supply services |
| 73630100 | Labor resource services |
| 73630101 | Employee leasing service |
| 73630102 | Manpower pools |
| 73630103 | Temporary help service |
| 73639900 | Help supply services, nec |
| 73639903 | Engineering help service |
| 73639907 | Office help supply service |
| Construction equipment rental | |
| 73530000 | Heavy construction equipment rental |
| 73539900 | Heavy construction equipment rental, nec |
| 73539901 | Cranes and aerial lift equipment, rental or leasing |
| 73539902 | Earth moving equipment, rental or leasing |

Source: Keen Independent Research availability analysis.

Figure D-1.

D&B 8-digit codes for City- and BREC-related availability list source (cont.)

| Goods | |
|---|--|
| Aggregate and paving materials | Industrial equipment and supplies |
| 14420000 Construction sand and gravel | 34430000 Fabricated plate work |
| 14420100 Sand mining | 34910000 Industrial valves |
| 14420101 Common sand mining | 34920000 Fluid power valves and hose fittings |
| 14420102 Construction sand mining | 34940000 Valves and pipe fittings, nec |
| 14420200 Gravel and pebble mining | 35240000 Lawn and garden equipment |
| 14420201 Gravel mining | 35370000 Industrial trucks and tractors |
| 14420202 Pebble mining | 35480000 Welding apparatus |
| 29110501 Asphalt or asphaltic materials, made in refineries | 35610000 Pumps and pumping equipment |
| 29110505 Road materials, bituminous | 35890300 Sewage and water treatment equipment |
| 29110506 Road oils | 35899900 Service industry machinery, nec |
| 29110507 Tar or residuum | 35940000 Fluid power pumps and motors |
| 29510000 Asphalt paving mixtures and blocks | 35960000 Scales and balances, except laboratory |
| 29520000 Asphalt felts and coatings | 35969900 Scales and balances, except laboratory, nec |
| 32419901 Masonry cement | 35990000 Industrial machinery, nec |
| 32419902 Natural cement | 36910000 Storage batteries |
| 32419903 Portland cement | 38230000 Process control instruments |
| 32419904 Pozzolana cement | 38240000 Fluid meters and counting devices |
| 32649904 Knobs, porcelain | 38240100 Integrating and totalizing meters for gas and liquids |
| 32710000 Concrete block and brick | 38249900 Fluid meters and counting devices, nec |
| 32720000 Concrete products, nec | 38249901 Controls, revolution and timing instruments |
| 32730000 Ready-mixed concrete | 38249902 Gauges for computing pressure temperature corrections |
| 32810300 Building stone products | 38249903 Parking meters |
| 32810600 Curbing, paving and walkway stone | 50840000 Industrial machinery and equipment |
| 50320000 Brick, stone, and related material | 50850000 Industrial supplies |
| 50320100 Paving materials | 50990300 Safety equipment and supplies |
| 50320101 Asphalt mixture | 50990301 Fire extinguishers |
| 50320102 Paving mixtures | 50990302 Lifesaving and survival equipment (non-medical) |
| 50320504 Concrete mixtures | 50990303 Locks and lock sets |
| 50329901 Aggregate and paving materials | |
| 50329902 Brick, except refractory | Fuel |
| 50329903 Building blocks, nec | 29920000 Lubricating oils and greases |
| 50329904 Cement | 51710000 Petroleum bulk stations and terminals |
| 50329905 Gravel | 51720000 Petroleum product wholesalers, except bulk stations |
| 50329906 Masons' materials | 51720100 Gases |
| 50329907 Sand, construction | 51720200 Engine fuels and oils |
| 50329908 Stone, crushed or broken | 51720202 Diesel fuel |
| | 51720203 Gasoline |
| Heavy construction equipment | 51720204 Lubricating oils and greases |
| 35310000 Construction machinery | 51720205 Service station supplies, petroleum |
| 35310400 Bituminous, cement and concrete related products and equip. | 51729900 Petroleum products |
| 35310500 Scrapers, graders, rollers and similar equipment | 59830000 Fuel oil dealers |
| 35310600 Backhoes, tractors, cranes, plows and similar equipment | 59840000 Liquefied petroleum gas dealers |
| 35310700 Crushers, grinders and similar equipment | 59890000 Fuel dealers, nec |
| 35310800 Construction machinery attachments | |
| 35319900 Construction machinery, nec | Electrical equipment |
| 35360000 Hoists, cranes and monorails | 36250000 Relays and industrial controls |
| 37110407 Road oilers (motor vehicles), assembly of | 36290000 Electrical industrial apparatus, nec |
| 37110408 Snow plows (motor vehicles), assembly of | 36990000 Electrical equipment and supplies, nec |
| 37110409 Street flushers, assembly of | 50630000 Electrical apparatus and equipment |
| 37110410 Street sprinklers and sweepers (motor vehicles), assembly of | 50650000 Electronic parts and equipment, nec |
| 37130206 Cement mixer bodies | 50650300 Electronic parts |
| 37130207 Dump truck bodies | |
| 50820000 Construction and mining machinery | Vehicle parts |
| 50820100 Road construction equipment | 50130000 Motor vehicle supplies and new parts |
| 50820300 General construction machinery and equipment | 55310100 Auto and truck equipment and parts |
| 50829900 Construction and mining machinery, nec | 55310103 Automotive parts |
| 50829901 Bailey bridges | 55310104 Batteries, automotive and truck |
| 50829902 Blades for graders, scrapers, dozers and snow plows | 55310107 Truck equipment and parts |
| 50829903 Front end loaders | |
| 50829904 Graders, motor | Fire department vehicles |
| 50829905 Mixers, construction and mining | 37110403 Fire department vehicles |
| 50830200 Lawn and garden machinery and equipment | 50120203 Fire trucks |

Source: Keen Independent Research availability analysis.

Figure D-1.

D&B 8-digit codes for City- and BREC-related availability list source (cont.)

| Goods (continued) | | | |
|---|--------------------------------------|--|-------------------------------------|
| Recreation and playground equipment and supplies | | Vehicles | |
| 50910000 | Sporting and recreation goods | 55110000 | New and used car dealers |
| 59419905 | Playground equipment | 55119900 | New and used car dealers, nec |
| Clothing and uniforms | | Firefighting equipment and supplies | |
| 56990102 | Clothing and uniforms | 35690200 | Firefighting equipment and supplies |
| Furniture | | 50870500 | Firefighting equipment and supplies |
| 50210000 | Furniture | | |
| 50210101 | Office and public building furniture | | |
| 57129904 | Office furniture, except wood | | |

Source: Keen Independent Research availability analysis.

B. Development of the Survey Instruments

The study team developed the survey instruments and obtained City-Parish and BREC staff review before performing the surveys. The final survey instrument is presented at the end of this appendix.

Survey structure. The availability survey included thirteen sections, including one about the race and gender of the firm owners(s). The study team did not know the race, ethnicity or gender of the business owner when calling a business establishment. Areas of survey questions included:

- **Identification of purpose.** The surveys began by identifying the City-Parish and BREC as the survey sponsors and describing its purpose (i.e., “compiling a list of companies interested in providing goods, services or construction services to local governments in Baton Rouge”).
- **Verification of correct business name.** CRI confirmed that the business reached was in fact the business sought out.
- **Contact information.** CRI collected complete contact information for the establishment and the individual who completed the survey.
- **Verification of work related to City-Parish contracts.** The interviewer asked whether the organization does work or provides materials related to local government agencies. Interviewers continued the survey with businesses regardless of how they responded to this question; however, this response was taken into account when determining whether the firm performs work related to City-Parish or BREC procurements (see Figure D-3 for more information).
- **Verification of for-profit business status.** The survey then asked whether the organization was a for-profit business as opposed to a government or not-for-profit entity. Interviewers continued the survey with businesses that responded “yes” to that question.

- **Identification of main lines of business.** Businesses then selected from a list of work types to indicate one or more types of work their firm performed in categories of construction-related work, engineering-related work and supply activities. In addition to choosing each type of work performed by that firm, each business described its main line of business (in an open-ended question).
- **Sole location or multiple locations.** The interviewer asked business owners or managers if their businesses had other locations and whether their establishments were affiliates or subsidiaries of other firms. (The study team combined responses from multiple locations into a single record for multi-establishment firms.)
- **Past bids or work with government agencies and private sector organizations.** The survey then asked about bids and work on past government and private sector contracts. The questions were asked in connection with both prime contracts and subcontracts.
- **Qualifications and interest in future work with public agencies.** The interviewer asked about businesses' qualifications and interest in future work with the City-Parish, BREC and other government agencies in connection with both prime contracts and subcontracts.
- **Largest contracts.** The study team asked businesses to identify the value of the largest contract or subcontract on which they had bid on or had been awarded during the past five years.
- **Ownership.** Businesses were asked if at least 51 percent of the firm was owned and controlled by women and/or minorities. If businesses so, they were also asked about the race and ethnicity of owners. Businesses were also asked if at least 51 percent of the firm was owned and controlled by veterans or service-disabled veterans. The study team reviewed reported ownership against other available data sources such as the DBE directory.
- **Business background.** The study team asked businesses to identify the approximate year in which they were established. The interviewer asked several questions about the size of businesses in terms of their revenues and number of employees. For businesses with multiple locations, this section also asked about their revenues and number of employees across all locations.
- **Potential barriers in the marketplace.** Establishments were asked a series of questions concerning general insights about the marketplace and City-Parish and BREC contracting practices including obtaining loans, bonding and insurance. The survey also included an open-ended question which asked for respondents' thoughts about barriers to starting a business or achieving success in the marketplace. In addition, the survey included a question asking whether interviewees would be willing to participate in a follow-up survey about marketplace conditions.

C. Execution of Surveys

Keen Independent held planning and training sessions with CRI as part of the launch of the availability surveys. CRI conducted availability surveys from February through April 2019.

To minimize non-response, CRI made at least five attempts at different times of day and on different days of the week to reach each business establishment. CRI identified and attempted to interview an available company representative such as the owner, manager or other key official who could provide accurate and detailed responses to the questions included in the survey.

Establishments that the study team successfully contacted. Figure D-2 presents the dispositions of the businesses the study team attempted to contact for availability surveys.

Note that the following analysis is based on business counts after the study team removed duplicate listings (beginning with a list of 4,525 unique businesses).

Non-working or wrong phone numbers. Some of the business listings that the study team attempted to contact were:

- Non-working phone numbers (582); or
- Wrong numbers for the desired businesses (36).

Some non-working phone and wrong numbers reflected business establishments that closed, were sold or changed their names. Those phone numbers could also have changed between the time that D&B listed them and the time that the study team attempted to contact them.

Figure D-2.
Disposition of
attempts to survey
business
establishments

Note:
Study team made at least
five attempts to complete
an interview with each
establishment.

Source:
Keen Independent
Research from 2019
availability surveys.

| | Number of firms | Percent of business listings |
|--|--------------------|------------------------------------|
| Beginning list (unique businesses) | 4,525 | |
| Less non-working phone numbers | 582 | |
| Less wrong number | 36 | |
| Firms with working phone numbers | 3,907 | 100 % |
| Less no answer | 1,688 | |
| Less could not reach responsible staff member | 288 | |
| Less could not continue in English | 6 | |
| Less unreturned fax/email | 119 | |
| Less said they already completed the survey but didn't | 8 | |
| Firms successfully contacted | 1,798 | 46 % |

Working phone numbers. As shown in Figure D-2, there were 3,907 businesses with working phone numbers that the study team attempted to contact. For various reasons, the study team was unable to contact some of those businesses:

- **No answer.** Some businesses could not be reached after at least five attempts at different times of the day and on different days of the week (1,688 establishments).
- **Could not reach responsible staff member.** For some businesses (288), a responsible staff person could not be reached to complete the survey after repeated attempts.
- **Could not complete the survey in English.** Language barriers presented a difficulty in conducting the survey for only 6 companies. The languages spoken included a mix of Spanish and other languages.
- **Unreturned fax or email surveys.** The study team sent email invitations to those who requested do the survey via fax or fillable PDF. There were 44* businesses that requested such surveys but did not return them.
- **Respondent indicated that they had already completed an online survey.** There were 8 respondents who said that they had already completed an online survey that were not found within the online survey responses.

After taking those unsuccessful attempts into account, the study team was able to successfully contact 1,798 businesses, or 46 percent of those with working phone numbers.

Establishments included in the availability database. Figure D-3 presents the disposition of the 1,798 businesses the study team successfully contacted and how that number resulted in the 457 businesses the study team included in the availability database.

Figure D-3.
Disposition of
successfully contacted
businesses

Source:
Keen Independent Research
from 2019 availability surveys.

| | Number of firms |
|---|----------------------------|
| Firms successfully contacted | 1,798 |
| Less business not interested | 799 |
| Less no longer in business | 93 |
| Firms that completed interviews about business characteristics | 906 |
| Less not a for-profit business | 153 |
| Less firms with no location in the study area | 5 |
| Less don't do related work | 296 |
| Firms included in availability database | 452 |
| Firms that completed the online survey | 5 |
| Total firms included in availability database | 457 |

Establishments not interested in discussing availability for City-Parish work. Of the 1,798 businesses that the study team successfully contacted, 799 were not interested in discussing their availability for City-Parish work. In Keen Independent’s experience, those types of responses are often firms that do not perform relevant types of work.

Firms no longer in business. Another 93 respondents indicated that their companies were no longer in business.

Businesses included in the availability database. Many firms completing availability surveys were not included in the final availability database because they indicated that they were not a for-profit business.

- Of the completed surveys, 153 indicated that they were not a for-profit business (including non-profits or government agencies). Surveys ended when respondents reported that their establishments were not for-profit businesses.
- There were 296 firms that did not do any type of work related to City-Parish procurements.
- Of the firms that expressed interest in working with the City-Parish, five did not have a location within the study area.
- An additional five businesses completed the survey using public links provided on the study website and were found to meet availability criteria.

After those final steps, the survey effort produced a database of 457 businesses potentially available for providing goods, services or construction services to the City-Parish and local governments.

Coding responses from multi-location businesses. Sometimes the data for a firm on the final list of 457 companies came from multiple interviews with the same business (at the same location or at multiple locations). Responses from different survey of the same business were combined into a single, summary data record after reviewing the multiple responses.

D. MBE/WBE Availability Calculations on a Contract-by-Contract Basis

Keen Independent analyzed information from the availability database to develop dollar-weighted availability estimates for use as a benchmark in the disparity analysis.

- Dollar-weighted availability estimates represent the percentage of City-Parish procurement dollars that MBE/WBEs might be expected to receive based on their availability for specific types and sizes of City-Parish construction, professional services, goods and other services prime contracts and subcontracts.
- Keen Independent’s approach to calculating availability is a bottom up, contract-by-contract process of “matching” available firms to specific prime contracts and subcontracts.

Steps to calculating availability. Only a portion of the businesses in the availability database were considered potentially available for any given City-Parish procurement or subcontract (referred to collectively as “procurements”). The study team first examined the characteristics of each specific procurement, including type of work, location of work, contract size and contract date. The study team then identified businesses in the availability database that perform work of that type, in that location, of that size, in that role (i.e., prime contractor or subcontractor), and that were in business in the year that the procurement was awarded.

Steps to the availability calculations. The study team identified the specific characteristics of each of the 11,031 City-Parish procurements included in the analysis and then took the following steps to calculate availability for each procurement (including subcontracts):

1. For each procurement, the study team identified businesses in the availability database that reported in the telephone or online survey that they:
 - ▶ Perform that specific type of work (based on one of 50+ types of construction, professional services, goods or other services that accounted for most of City-Parish procurement dollars);
 - ▶ Are qualified and interested in performing work for local governments in Baton Rouge in that particular role (prime contractor/subcontractor if a construction or professional services contract) or had performed that role for local governments in Baton Rouge in the past five years;
 - ▶ Had bid on or performed work of that size on a public sector project in the past five years; and
 - ▶ Were in business in the year that the procurement was awarded.
2. For the specific procurement, the study team then counted the number of MBEs (by race/ethnicity), WBEs and majority-owned businesses among all businesses in the availability database that met the criteria specified in step 1 above.
3. The study team translated the numeric availability of businesses for the contract element into percentage availability (as described in Figure D-4).

The study team repeated those steps for each procurement examined in the disparity study for the City-Parish. The study team multiplied the percentage availability for a procurement by the dollars associated with the procurement, added results across all procurements, and divided by the total dollars for all procurements. The result was a dollar-weighted estimate of overall availability of MBE/WBEs and estimates of availability for each MBE/WBE group. Figure D-4 provides an example of how the study team calculated availability for a specific subcontract in the study period.

Special considerations for supply contracts.

Firms that supply equipment, supplies and other goods are typically not “subcontractors” on a contract, even if they are involved in a project that does involve subcontractors (such as a construction contract).

When calculating availability for a particular type of goods purchase, Keen Independent counted as available all firms supplying those goods that reported qualifications and interest in that work for the City-Parish contracts. Further, because those firms often bid on a unit price basis without a known specific quantity, bid capacity was not considered in these calculations.

E. Additional Considerations Related to Measuring Availability

The study team made several additional considerations related to its approach to measuring availability.

Not providing a count of all businesses available for City-Parish work. The purpose of the availability surveys was to provide precise, unbiased estimates of the share of all firms available for City-Parish contracts that were MBEs, WBEs and veteran- or service-disabled veteran-owned.

- The research appropriately focused on firms in the relevant geographic area for City-Parish contracts in the subindustries relevant to City-Parish work. Firms in subindustries that comprised a very small portion of City-Parish work were not included in the surveys.
- The study team did not purchase D&B data for firms outside the Baton Rouge area and not all firms on the list of businesses completed surveys, even after repeated attempts to contact them. Therefore, the availability analysis did not provide a comprehensive listing of every business that could be available for all types of City-Parish work and should not be used in that way.

Figure D-4.
Example of an availability calculation

One of the subcontracts examined was for electrical work (\$62,135) on a 2015 contract. To determine the number of MBE/WBEs and majority-owned firms available for that subcontract, the study team identified businesses in the availability database that:

- a. Were in business in 2015;
- b. Indicated that they performed electrical work;
- c. Reported working on subcontracts on public sector projects in the past five years or indicated qualifications and interest in such subcontracts; and
- d. Reported bidding on work of similar or greater size in the past five years in the Baton Rouge area.

There were 15 businesses in the availability database that met those criteria. Of those businesses, 8 were MBEs or WBEs. Therefore, MBE/WBE availability for the subcontract was 53 percent (i.e., $8/15 = 53\%$).

The weight applied to this contract was $\$62,135 \div \$2.4 \text{ billion} = 0.003\%$ (equal to its share of total procurement dollars). Keen Independent made this calculation for each prime contract and subcontract.

Federal courts have approved similar approaches to measuring availability that Keen Independent used in this study. The United States Department of Transportation's (USDOT's) "Tips for Goal-Setting in the Disadvantaged Business Enterprise (DBE) Program" also recommends a similar approach to measuring availability for agencies implementing the Federal DBE Program.³

Not using a "headcount" based on City-Parish business lists. Keen Independent used a City-Parish list as a starting point but also contacted other firms potentially available for those contracts by purchasing the larger D&B list. This helped capture firms that might have been discouraged from pursuing City-Parish work and would not have previously registered in the Vendor Self-Service System.

USDOT guidance for determining availability recommends dividing the number of businesses in an agency's DBE directory by the total number of businesses in the marketplace, as reported in U.S. Census data. As another option, USDOT suggests using a list of prequalified businesses or a bidders list to estimate the availability of MBE/WBEs for an agency's prime contracts and subcontracts.

The study team's approach to measuring availability used in this study also incorporates several layers of refinement to a simple head count approach. For example, the surveys provide data on businesses' qualifications, size of contracts they bid on and interest in City-Parish work, which the study team examined when measuring availability on a contract-by-contract basis.

Using D&B lists. Keen Independent purchased Dun & Bradstreet business listings for the study area as the starting point for the availability surveys. D&B provides the most comprehensive private database of business listings in the United States. D&B does not require firms to pay a fee to be included in its listings — it is completely free to listed firms. Even so, the database does not include all establishments operating in the Baton Rouge area due to the following reasons:

- There can be a lag between formation of a new business and inclusion in D&B listings, meaning that the newest businesses may be underrepresented in the sample frame.
- Although D&B includes home-based businesses, those businesses are more difficult to identify and are thus somewhat less likely than other businesses to be included in D&B listings. Small, home-based businesses are more likely than large businesses to be minority- or women-owned, which again suggests that MBE/WBEs might be underrepresented in the final availability database.⁴

³ Tips for Goal-Setting in the Disadvantaged Business Enterprise (DBE) Program. Retrieved from <http://www.osdbu.dot.gov/dbeprogram/tips.cfm>

⁴ Michael McManus. 2016. Minority Business Ownership: Data from the 2012 Survey of Business Owners. U.S. Small Business Administration. <https://www.sba.gov/sites/default/files/advocacy/Minority-Owned-Businesses-in-the-US.pdf> (accessed June 16, 2019).

- Some businesses providing pertinent work or goods might not be classified as such in the D&B data. For example, there were some firms receiving City-Parish work that did not complete an availability survey.

Further research indicated that some were out of business or acquired by another company by the time that the survey was conducted or might have been no longer interested in City-Parish work. The study team's analysis of MBE/WBE and majority-owned firms receiving City-Parish work found that MBE/WBEs were as or more likely to have completed an availability survey as majority-owned firms.

Selection of specific subindustries. The study team identified specific subindustries when compiling business listings from Dun & Bradstreet. D&B provides highly specialized, 8-digit codes to assist in selecting firms within specific specializations. There are limitations when choosing specific D&B work specialization codes to define sets of establishments to be surveyed, which leave some businesses off the contact list.

Large number of companies reporting that they do not perform work related to City-Parish procurements or were not interested in discussing City-Parish work. Many firms contacted in the availability surveys indicated that they did not perform related work or were otherwise not interested in City-Parish and local government work. The number of responses fitting these categories reflects the fact that the study team was necessarily broad when developing its initial lists.

For example, Dun & Bradstreet does not have a subindustry code that identifies the subset of electrical firms that perform work related to City-Parish procurements. Therefore, the study team acquired a general list of local electrical firms (code 17310000), and through surveys identified which firms would perform work related to City-Parish contracts. Many did not. Most of the construction and services firms contacted that indicated they were not interested in discussing City-Parish work were in business research and consulting, building cleaning and maintenance, and architecture and engineering services.

Non-response bias. An analysis of non-response bias considers whether key characteristics of businesses that were not successfully surveyed systematically differ from those that were successfully surveyed and included in the final data set. There are opportunities for non-response bias in any survey effort. The study team considered the potential for non-response bias due to:

- Research sponsorship;
- Differences in success reaching potential interviewees; and
- Language barriers.

Research sponsorship. Interviewers introduced themselves by identifying the City of Baton Rouge and BREC as the survey sponsors because businesses would be less likely to answer somewhat sensitive business questions if the interviewer was unable to identify the survey sponsor. There was no indication that survey sponsorship by the City-Parish or BREC introduced any bias into the results.

Differences in success reaching potential interviewees. There might be differences in the success reaching firms in different types of work. However, the study team concludes that any such differences did not lead to lower estimates of MBE/WBE availability than if the study team had been able to successfully reach all firms.

Businesses in highly mobile fields, such as construction contracting, are more difficult to reach for availability surveys than businesses more likely to work out of fixed offices (e.g., engineering firms). That assertion suggests that response rates may differ by work specialization. Simply counting all surveyed businesses across work specializations to determine overall MBE/WBE availability would lead to estimates that were biased in favor of businesses that could be easily contacted by email or telephone.

- However, work specialization as a potential source of non-response bias in the availability analysis is minimized because the availability analysis examines businesses within particular work fields before determining an MBE/WBE availability figure. In other words, the potential for contracting firms to be less likely to complete a survey is less important because the number of MBE and WBE contracting firms is compared with the number of total contracting firms when calculating availability for contracting work.
- The study team examined whether minority- and women-owned firms were more difficult to reach in the telephone survey and found no indication that interviewers were less likely to complete telephone surveys with minority- and women-owned firms than majority-owned firms. The study team examined response rates based on business ownership data that Dun & Bradstreet had for firms in the list purchased from this source. Minority- and women-owned businesses accounted for about the same percentage of firms on the initial list of businesses to be contacted as for the businesses successfully contacted. There was little evidence that minority- and women-owned firms were more or less likely to be successfully contacted in the survey than majority-owned firms.

Potential language barriers. Any language barriers were minimal. Less than two-tenths of 1 percent of firms contacted could not complete the survey in English due to language barriers. Study results do not appear to have been affected by conducting the availability survey in English.

Response reliability. Business owners and managers were asked questions that may be difficult to answer, including questions about revenues and employment.

The study team explored the reliability of survey responses in a number of ways. For example:

- The study team reviewed data from the availability surveys in light of information from other sources. This includes data on the race/ethnicity and gender of the owners of DBE-certified businesses as well as other certification lists which was compared with survey responses concerning business ownership.
- The study team compared survey responses about the largest prime contracts and subcontracts that businesses won during the past five years with actual City-Parish contract data.

A copy of the survey instrument for construction follows.

**F. Availability Survey Instrument
Fax Survey (Construction Version)**

The information developed in this survey will add to the City of Baton Rouge's and BREC's data on companies interested in working with the City and BREC.

Z5. What is the name of your business?

Z8. Address of business (if multiple offices, choose a Baton Rouge Metro Area location if possible):

Street Address: _____

City (Required): _____

State (Required): _____

ZIP: _____

A1. Does your firm do any work related to construction for local government agencies?

- 01=Yes
- 02=No
- 98=Don't know

A2. Is your firm a for-profit business (as opposed to a non-profit organization, a foundation or a government office)?

- 01=Yes
- 02=No
- 98=Don't know

A4. What would you say is the main line of business of your company?

A5. Is the address of your business, as provided earlier, the sole location for your business, or do you have offices in other locations?

- 01=Sole location
- 02=Have other locations
- 98=Don't know

A6. Is your company a subsidiary or affiliate of another firm?

- 01=Independent **[SKIP TO B1]**
- 02=Subsidiary or affiliate of another firm
- 98=Don't know **[SKIP TO B1]**

A7. What is the name of your parent company?

B1. What types of work does your firm perform related to construction? Select all that apply.

- 1=Underground utilities
 - 2= Wastewater and sewage treatment plant work
 - 3=Road construction and paving
 - 4=Bridge and elevated highway construction
 - 5=Concrete flatwork
 - 6=Excavation, site prep, grading and drainage
 - 7=Guardrails, fencing and signs
 - 8=Wrecking and demolition
 - 9=Construction remediation and clean-up
 - 10=Temporary traffic control
 - 11=Office and public building construction
 - 12=Sports and recreational facilities construction
 - 13=Electrical work
 - 14=Landscape installation contracting
 - 15=Plumbing, heating and air conditioning
 - 16=Roofing
 - 17=Plastering, drywall and insulation work
 - 88=Other (Please specify)_____
-

C1. During the past five years, has your company bid on or been awarded work on a public sector project?

- 01=Yes
- 02=No [SKIP TO C3]
- 98=Don't know [SKIP TO C3]

C2. For those bids or awards, which of the following describes your role? Please select all that apply.

- 01=Prime contractor
- 02=Subcontractor
- 03=Trucker or hauler
- 04= Supplier or manufacturer
- 98=Don't know

C3. Is your company qualified and interested in working with public sector agencies as a prime contractor?

- 01=Yes
- 02=No
- 98=Don't know

C4. Is your company qualified and interested in working with public sector agencies as a subcontractor?

- 01=Yes
- 02=No
- 98=Don't know

The next questions are about the firm's contract history.

D1. In rough dollar terms, in the past five years what was the largest contract or subcontract your company was awarded, bid on or submitted quotes for (public or private)?

- | | |
|--|--|
| • 1=\$100,000 or less | • 7=More than \$10 million up to \$20 million |
| • 2=More than \$100,000 up to \$500,000 | • 8=More than \$20 million up to \$100 million |
| • 3=More than \$500,000 up to \$1 million | • 97=None |
| • 4=More than \$1 million up to \$2 million | • 98=Don't know |
| • 5=More than \$2 million up to \$5 million | |
| • 6=More than \$5 million up to \$10 million | |

The next questions are about the ownership of the business.

- E1. A business is defined as woman-owned if more than half - that is, 51 percent or more - of the ownership and control is by women. By this definition, is your firm a woman-owned business?
- 01=Yes
 - 02=No
 - 98=Don't know
- E2. A business is defined as veteran-owned if more than half - that is, 51 percent or more - of the ownership and control is by a veteran. By this definition, is your firm a veteran-owned business?
- 01=Yes
 - 02=No
 - 98=Don't know
- E3. A business is defined as service-disabled veteran-owned if more than half - that is, 51 percent or more - of the ownership and control is by a service-disabled veteran. By this definition, is your firm a veteran-owned business?
- 01=Yes
 - 02=No
 - 98=Don't know
- E4. A business is defined as minority-owned if more than half - that is, 51 percent or more - of the ownership and control is African American, Asian, Hispanic, Native American or another minority group. By this definition, is your firm a minority-owned business?
- 01=Yes
 - 02=No **[SKIP TO F1]**
 - 98=Don't know **[SKIP TO F1]**
- E5. Would you say that the minority group ownership is mostly African American, Asian-Pacific American, Subcontinent Asian American, Hispanic American or Native American?
- 01=African American
 - 02=Asian American
 - 03=Hispanic American or Portuguese American
 - 04=Native American
 - 05=Other (Please specify) _____
 - 98=Don't know

The next questions are about the background of the business.

F1. About what year was your firm established?

The next set of questions pertains to annual averages for your company for the past three years (or just years in business if formed after 2016).

F3. On average, about how many employees did you have working out of just your location, identified earlier, over the past three years? (Includes employees who work at that location and those who work from that location.)

F5. Roughly, what was the average annual gross revenue of your company, just considering your location, for the past three years?

- 01=Up to \$0.5 million
- 02=\$0.6 million to \$1 million
- 03=\$1.1 million to \$3.5 million
- 04=\$3.6 million to \$7.5 million
- 05=\$7.6 million to \$11 million
- 06=\$11.1 million to \$15 million
- 07=\$15.1 million to 24 million
- 08=\$24.1 million to \$27.5 million
- 09=\$27.6 million to \$36.5 million
- 10=\$36.6 million or more
- 98=Don't know

F6. **[SKIP IF YOUR FIRM DOES NOT HAVE OTHER LOCATIONS]**
About how many employees did you have, on average, for all of your locations over the past three years?

(Number of employees at all locations should not be fewer than at just your location.)

F7. **[SKIP IF YOUR FIRM DOES NOT HAVE OTHER LOCATIONS]**
Think about the annual gross revenue of your company, for all your locations. Please estimate the annual average for the past three years.

(Revenue at all locations should not be less than at just your location.)

- 01=Up to \$0.5 million
- 02=\$0.6 million to \$1 million
- 03=\$1.1 million to \$3.5 million
- 04=\$3.6 million to \$7.5 million
- 05=\$7.6 million to \$11 million
- 06=\$11.1 million to \$15 million
- 07=\$15.1 million to 24 million
- 08=\$24.1 million to \$27.5 million
- 09=\$27.6 million to \$36.5 million
- 10=\$36.6 million or more
- 98=Don't know

Finally, we're interested in whether your company has experienced barriers or difficulties associated with business start-up or expansion in your industry, or with obtaining work. Think about your experiences in the past five years as you answer these questions.

G1A. Has your company experienced any difficulties in obtaining lines of credit or loans?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1B. Has your company obtained or tried to obtain a bond for a project?

- 01=Yes
- 02=No [SKIP TO G1D]
- 97=Does not apply [SKIP TO G1D]
- 98=Don't know [SKIP TO G1D]

G1C. Has your company had any difficulties obtaining bonds needed for a project?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1D. Have you had any difficulty in being prequalified for work?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1E. Have any insurance requirements on projects presented a barrier to bidding?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1F. Has the large size of projects presented a barrier to bidding?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1G. Has your company experienced any difficulties learning about bid opportunities directly with the City of Baton Rouge?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1H. Has your company experienced any difficulties with learning about bid opportunities directly with BREC?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1I. Has your company experienced any difficulties learning about bid opportunities in the private sector in general?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1J. Has your company experienced any difficulties learning about subcontracting opportunities from prime contractors?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1K. Has your company experienced any difficulties receiving payment from the City of Baton Rouge in a timely manner?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1L. Has your company experienced any difficulties receiving payment from BREC in a timely manner?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1K. Has your company experienced any difficulties receiving payment from prime contractors in a timely manner?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1L. Has your company experienced any difficulties receiving payment from other customers in a timely manner?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G1M. Has your company experienced any difficulties obtaining final approval on your work from inspectors or prime contractors?

- 01=Yes
- 02=No
- 97=Does not apply
- 98=Don't know

G2. Do any other barriers come to mind about starting and expanding a business or achieving success in your industry?

- 97=Nothing/None/No comments
- 98=Don't know

G3. Would you be willing to participate in a follow-up interview about any of these issues?

- 01=Yes
- 02=No

Just a few last questions:

H1. What is your name?

H2. What is your position at the firm?

- | | |
|---|---|
| <ul style="list-style-type: none">• 01=Receptionist• 02=Owner• 03=Manager• 04=CFO• 05=CEO• 06=Assistant to Owner/CEO | <ul style="list-style-type: none">• 07=Sales manager• 08=Office manager• 09=President• 88=Other (Please specify) <hr/> |
|---|---|

H4. What mailing address should the City of Baton Rouge or BREC use to get any materials to you?

Street Address: _____

City: _____

State: _____

ZIP: _____

H5. What fax number could the City of Baton Rouge or BREC use to fax any materials to you?

H5P. What phone number could the City of Baton Rouge or BREC use to contact you?

H6. What e-mail address could the City of Baton Rouge or BREC use to get any materials to you?

Thank you for your time. This is very helpful for the City of Baton Rouge and BREC.

APPENDIX E.

Entry and Advancement in the Baton Rouge Construction, Professional Services, Goods and Other Services Industries

Federal courts have found that Congress “spent decades compiling evidence of race discrimination in government highway contracting, of barriers to the formation of minority-owned construction businesses and of barriers to entry.”¹ Congress found that discrimination had impeded the formation of qualified minority-owned businesses. In the marketplace appendices (Appendix E through Appendix I), Keen Independent examines whether some of the barriers to business formation that Congress found for minority- and women-owned businesses also appear to occur in Baton Rouge.

Potential barriers to business formation include barriers associated with entry and advancement in the study industries. Appendix E examines recent data on education, employment and workplace advancement that may ultimately influence business formation within the Baton Rouge study industries.^{2, 3}

Introduction

Keen Independent examined whether there were barriers to the formation of minority-, women-, and veteran-owned and service-disabled veteran-owned businesses in Baton Rouge. Business ownership often results from an individual entering an industry as an employee and then advancing within that industry. Within the entry and advancement process, there may be some barriers that limit opportunities for minorities and women. Figure E-1 presents a model of entry and advancement in the study industries. Note that Keen Independent considers the entire Baton Rouge Metropolitan Statistical Area (MSA) to represent the Baton Rouge marketplace. Any discussion of the Baton Rouge marketplace or Baton Rouge study industries in the following analysis includes firms and individuals located in the metropolitan area.

Appendix E uses 2013–2017 American Community Survey (ACS) data to analyze education, employment and workplace advancement — all factors that may influence whether individuals start construction or professional services businesses. Keen Independent studied barriers to entry into the study industries separately, because entrance requirements and opportunities for advancement differ for those industries.

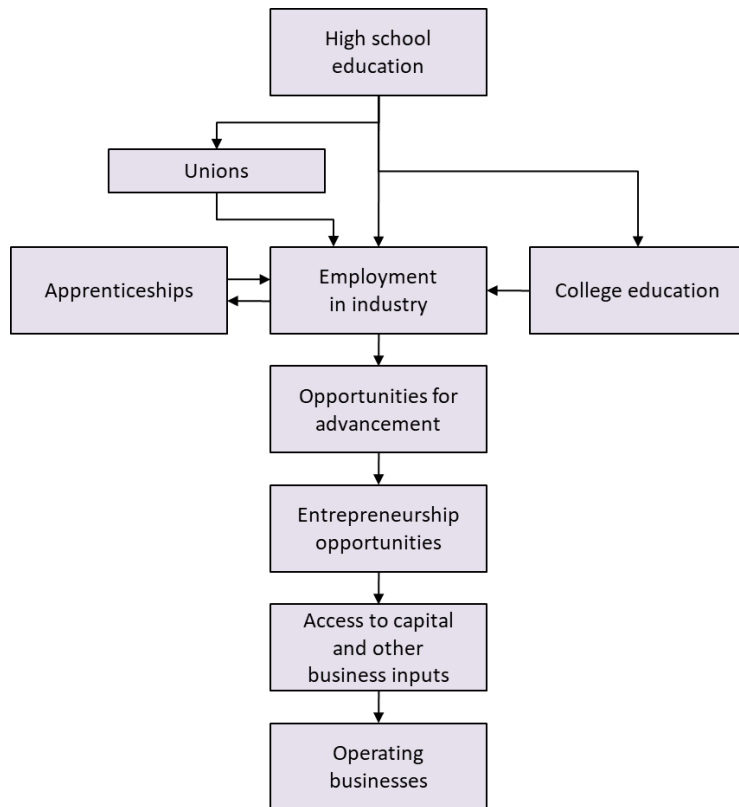
¹ *Sherbrooke Turf, Inc. v. Minnesota DOT*, 345 F.3d 964 (8th Cir. 2003), citing *Adarand Constructors, Inc. v. Slater*, 228 F.3d (10th Cir. 2000); *Western States Paving Co., Inc. v. Washington State DOT*, 345 F.3d 964 (8th Cir. 2003).

² In Appendix E and other appendices that present information about local marketplace conditions, information for “professional services” refers to architectural, professional services and related services. Each reference to “professional services” work pertains to those types of services.

³ Several other report appendices analyze other quantitative aspects of conditions in the Baton Rouge marketplace. Appendix F explores business ownership. Appendix G presents an examination of access to capital. Appendix H considers the success of businesses. Appendix I presents the data sources that Keen Independent used in those appendices.

Figure E-1.
Model for studying entry
into the study industries in
the Baton Rouge MSA

Source:
Keen Independent.



Minority workers and business owners in the Baton Rouge MSA. Keen Independent began the analysis by examining the representation of minorities and women among business owners and workers in the Baton Rouge MSA. Figure E-2 shows the demographic distribution of business owners in the study industries, business owners in other industries (excluding the study industries) and the labor force, based on 2013–2017 ACS data. (Demographics of the workforce in each individual study industry are presented separately later in Appendix E.) Analysis for Baton Rouge MSA in 2013–2017 indicated the following:

- African Americans accounted for 23 percent of business owners in the study industries and 18 percent of business owners in all other industries, while accounting for about 34 percent of all workers.
- Asian Americans accounted for approximately 1 percent of business owners in study industries compared to 4 percent of business owners in other industries and almost 3 percent of all workers.
- Hispanic Americans accounted for 9 percent of business owners in the study industries, 7 percent of business owners in other industries and 4 percent of the entire workforce.
- Native Americans and other minorities accounted for approximately 1 percent of the workforce and business owners in the study industries.
- Non-Hispanic whites accounted for about 67 percent of business owners in the study industries and 71 percent of business owners in other industries, higher than their representation in the workforce (59%).

Figure E-2.
Demographic distribution of business owners and the workforce in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | Workforce in all industries | Business owners in study industries | Business owners in all other industries |
|--|-----------------------------|-------------------------------------|---|
| Race/ethnicity | | | |
| African American | 33.9 % | 22.5 % ** | 18.4 % ** |
| Asian American | 2.5 | 0.9 ** | 4.2 |
| Hispanic American | 3.9 | 8.7 ** | 6.7 ** |
| Native American or other minority | 0.7 | 0.6 | 0.2 |
| Non-Hispanic white | 58.9 | 67.4 ** | 70.5 ** |
| Total | 100.0 % | 100.0 % | 100.0 % |
| Gender | | | |
| Female | 48.6 % | 24.3 % ** | 53.0 % * |
| Male | 51.4 | 75.7 ** | 47.0 * |
| Total | 100.0 % | 100.0 % | 100.0 % |
| Veteran status | | | |
| Veteran | 4.7 % | 6.7 % | 4.8 % |
| Non-veteran | 95.3 | 93.3 | 95.2 |
| Total | 100.0 % | 100.0 % | 100.0 % |
| Service-disabled veteran status | | | |
| Service-disabled | 0.9 % | 0.2 % | 0.5 % |
| Not service-disabled | 99.1 | 99.8 | 99.5 |
| Total | 100.0 % | 100.0 % | 100.0 % |

Note: *, ** Denote that the difference in proportions between business owners in the specified industries and the workforce in all industries for the given race/ethnicity/gender group is statistically significant at the 90% or 95% confidence level, respectively.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata Sample (PUMS). The 2013–2017 raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Analysis of demographic data indicated that the differences in business ownership and total workforce composition by race and ethnicity were statistically significant. This analysis showed fewer African American business owners in study industries and in all other industries, as well as fewer Asian American business owners in study industries compared to their representation in the overall metropolitan area workforce.

There were more Hispanic American business owners and non-Hispanic white business owners in both the study industries and all other industries compared to their workforce participation.

Female workers and business owners in the Baton Rouge MSA. Figure E-2 also examines the percentage of Baton Rouge MSA business owners and workers who are women. In 2013–2017, women accounted for about 24 percent of business owners in the study industries, significantly less than their representation among business owners in other industries (53%) and representation in the overall workforce (49%).

Other workers and business owners in the Baton Rouge MSA. In addition to minorities and females, Figure E-2 examines the representation of veterans and service-disabled veterans among workers and business owners in the Baton Rouge MSA.

Veterans accounted for about 7 percent of business owners in the study industries, more than their representation among business owners in other industries (5%) and representation in the overall workforce (5%).

In 2013–2017 service-disabled veterans in the Baton Rouge MSA constituted a higher portion of the workforce in all industries (0.9%) than business owners in all industries (0.5%). Service-disabled veterans had lower of business ownership within the study industries (0.2%) when compared with business ownership rates in non-study industries (0.5%). Note that business ownership rates among service-disabled veterans may be affected by small sample size. Due to small sample size, analysis for service-disabled veterans are not available by industry.

In sum, Baton Rouge MSA study industries had fewer business owners of color and business owners who were women than what might be expected based on results for business owners in other industries and composition of the metropolitan area workforce.

General academic research on conditions in the Baton Rouge labor market. Academic research has investigated race- and gender-based discrimination and its effect on opportunities for women and minorities in Baton Rouge. Recent research has focused on the effects of the historic August 2016 flood and subsequent recovery efforts.

A report published by the Louisiana Economic Development (LED) estimated that the flood disrupted 19,000 businesses across the state. This affected approximately 278,500 workers, about 14 percent of the workforce in the state. In East Baton Rouge Parish alone, one of the most impacted parishes, an estimated 8,000 businesses and 143,700 workers were disrupted.⁴ Experts also reported that poorer and vulnerable populations were disproportionately affected by the flood. Poorer communities typically reside in less desirable locations, including locations that are more likely to experience natural disasters and weather events. Individuals that relied on public assistance also suffered, as public funds and assistance were redirected to disaster relief efforts.⁵

In part because of the increased damage to poorer communities, minority residents displaced by the historic flood of 2016 may have been slower and overall less likely to return to Baton Rouge. Because the flood occurred later in the study period, it is possible that fewer minorities are now participating in the Baton Rouge workforce compared to what is reflected in the ACS data.

⁴ Terrell, D., Ph.D. *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development.

⁵ Upton, J. (2017, August 9). One Year After the Great Flood, Louisiana's Most Vulnerable Cope with the Losses. *Grist*.

Construction Industry

Keen Independent examined how education, training, employment and advancement may affect the number of businesses that individuals of different races/ethnicities, genders, veteran status and service-disabled veteran status owned in the Baton Rouge construction industry in 2013–2017.

Education. Formal education beyond high school is not a prerequisite for most construction jobs,⁶ and the construction industry often attracts individuals who have less formal education than other industries.⁷ Based on 2013–2017 ACS data, 46 percent of construction workers in the Baton Rouge MSA were high school graduates without post-secondary education and 18 percent had not graduated high school. Only 10 percent of construction workers had a four-year college degree or more, less than what is found for all other industries combined (31%).

Race/ethnicity. Due to the educational requirements of entry-level jobs, one would expect a relatively high representation of those groups in the Baton Rouge MSA construction industry, especially in entry-level positions.

- Hispanic Americans represented a large population of workers without post-secondary education. In 2013–2017, only 22 percent of all Hispanic American workers age 25 and older who worked in the Baton Rouge MSA held at least a four-year college degree, far below the percentage of non-Hispanic whites (38%).
- The percentage of Native American and other minorities (23%) and African American workers (22%) in Baton Rouge MSA with a four-year college degree was also substantially lower than that of non-minorities in 2013–2017.

However, 54 percent of Asian American workers age 25 and older in the Baton Rouge MSA had at least a four-year college degree in 2013–2017. One might expect representation of Asian Americans in the Baton Rouge MSA construction industry to be lower than in other industries given this level of education.

Gender. Based on 2013–2017 data, 35 percent of female workers and 30 percent of male workers age 25 and older had at least a four-year college degree.

⁶ Bureau of Labor Statistics, U.S. Department of Labor. (2018, January 30). Construction and extraction occupations. *Occupational Outlook Handbook*. Retrieved February 27, 2018, from <https://www.bls.gov/ooh/construction-and-extraction/home.htm>

⁷ CPWR - The Center for Construction Research and Training. (2013). Educational attainment and internet usage in construction and other industries. In *The construction chart book: The U.S. construction industry and its workers* (5th ed.). Retrieved February 27, 2018, from <https://www.cpwr.com/sites/default/files/publications/5th%20Edition%20Chart%20Book%20Final.pdf>;

CPWR - The Center for Construction Research and Training. (2007). Educational attainment and internet usage in construction and other industries. In *The construction chart book: The U.S. construction industry and its workers* (3rd ed.). Retrieved February 27, 2018, from https://www.cpwr.com/sites/default/files/research/CB3_FINAL.pdf

However, though a higher percentage of female workers have a college degree, female college students may be less likely to enroll in construction-related degree programs. For example, women have low levels of enrollment in Construction Management programs. This may be due to (1) the prevailing notion that construction is an industry dominated by males and is unkind to females and families, and (2) secondary school career counselors' lack of discussion of women's career opportunities in the construction fields, and female students' consequent lack of knowledge of these professions.⁸

Other workers. In the Baton Rouge MSA, almost 30 percent of veteran workers had at least a four-year college degree in 2013–2017. Approximately 33 percent of non-veteran workers in the Baton Rouge MSA had at least a four-year college degree during the same period.

Apprenticeship and training. Training in the construction industry is largely on-the-job and through trade schools and apprenticeship programs. Entry-level jobs for workers out of high school are often for laborers, helpers or apprentices. More skilled positions in the construction industry may require additional training through a technical or trade school, or through an apprenticeship or other training program. Apprenticeship programs can be developed by employers, trade associations, trade unions or other groups.

Workers can enter apprenticeship programs from high school or trade school. Apprenticeships have traditionally been three- to five-year programs that combine on-the-job training with classroom instruction.⁹ In response to limited construction employment opportunities during the Great Recession, apprenticeship programs limited the number of new apprenticeships¹⁰ as well as access to knowing when and where apprenticeships were occurring.¹¹ Apprenticeship programs often refer to an “out-of-work list” when contacting apprentices; preference is given to those who have been on the list the longest.

Furthermore, some research indicates that apprentices are often hired and laid off several times throughout the duration of their apprenticeship program. Apprentices were more successful if they were able to maintain steady employment, either by remaining with one company and moving to various work sites, or by finding work quickly after being laid off. Apprentices identified mentoring from senior coworkers and being assigned tasks that furthered their training as important to their success.¹²

⁸ Sewalk, S., & Nietfeld, K. (2013). Barriers preventing women from enrolling in construction management programs. *International Journal of Construction Education and Research*, 9(4), 239-255. doi:10.1080/15578771.2013.764362

⁹ Bureau of Labor Statistics, U.S. Department of Labor. (2013). Apprenticeship: Earn while you learn. Retrieved February 27, 2018, from <https://www.bls.gov/careeroutlook/2013/summer/art01.pdf>

¹⁰ Kelly, M., Pisciotta, M., Wilkinson, L., & Williams, L. S. (2015). When working hard is not enough for female and racial/ethnic minority apprentices in the highway trades. *Sociological Forum*, 30(2), 415-438. doi:10.1111/socf.12169

¹¹ Graves, F. G., Chaudhry, N., Khouri, L., Frohlich, L., Lane, A., Rao, D., & Hogan, V. (n.d.). *Women in construction: Still breaking ground* (Rep.). Retrieved February 27, 2018, from National Women's Law Center website: https://www.nwlc.org/sites/default/files/pdfs/final_nwlc_womeninconstruction_report.pdf

¹² Ibid.

Employment. With educational attainment for minorities, women and other workers as context, Keen Independent examined employment in the Baton Rouge MSA construction industry. Figure E-3 presents data from 2013–2017 to compare the demographic composition of the construction industry with the total workforce in the Baton Rouge MSA.

Race/ethnicity. Based on 2013–2017 ACS data, minorities were 36 percent of those working in the Baton Rouge MSA construction industry. Examination of the Baton Rouge MSA construction industry workforce in 2013–2017 shows that:

- About 10 percent were Hispanic Americans;
- About 24 percent were African Americans;
- Asian Americans made up about one percent; and
- About one percent were Native Americans and other minorities.

In the Baton Rouge MSA, Hispanic Americans were a significantly larger percentage of workers in construction (10%) than in other industries (3%). In contrast, African Americans (24%) and Asian Americans (1%) accounted for a statistically significant smaller percentage of workers in the construction industry than in other industries (35% and 3%, respectively). Representation of other minorities, including Native Americans, was about the same in construction as all other industries (approximately 1%). Figure E-3 provides these results.

The average educational attainment of African American workers is consistent with requirements for construction jobs, so education does not explain the relatively low number of African Americans employed in the Baton Rouge MSA construction industry. Historically, race discrimination by construction unions has contributed to the low employment of African Americans in construction trades.¹³ The role of unions is discussed more thoroughly later in Appendix E (including research that suggests discrimination has been reduced in unions).

Asian Americans made up 1 percent of the construction workforce and 3 percent of all other workers in the Baton Rouge MSA in 2013–2017. The fact that Asian Americans were more likely than other groups to have a college education may explain part of that difference.

Gender. There are large differences in the representation of women in construction compared with women in all industries. For 2013–2017, women represented 11 percent of all construction workers and 53 percent of workers in all other industries in the Baton Rouge MSA.

Other workers. Veterans made up about the same portion of the construction workforce (6%) as the workforce of all other industries (5%). In addition, service-disabled veterans (1.0%) comprised a similar proportion of the construction workforce as of all other industries (0.9%).

¹³ Feagin, J. R., & Imani, N. (1994). Racial barriers to African American entrepreneurship: An exploratory study. *Social Problems*, 41(4), 562–584. doi:10.1525/sp.1994.41.4.03x0272l; Waldinger, R., & Bailey, T. (1991). The continuing significance of race: Racial conflict and racial discrimination in construction. *Politics & Society*, 19(3), 291–323. doi:10.1177/003232929101900302; United Steelworkers v. Weber, 443 U.S. 193 (5th Cir. 1979).

Figure E-3.
Demographics of workers in construction and all other industries in the
Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | Construction | All other industries |
|--|----------------|----------------------|
| Race/ethnicity | | |
| African American | 24.1 % ** | 34.9 % |
| Asian American | 1.0 ** | 2.7 |
| Hispanic American | 10.2 ** | 3.3 |
| Native American or other minority | 1.0 | 0.7 |
| Total minority | 36.3 % | 41.6 % |
| Non-Hispanic white | 63.7 ** | 58.4 |
| Total | 100.0 % | 100.0 % |
| Gender | | |
| Female | 10.8 % ** | 52.5 % |
| Male | 89.2 ** | 47.5 |
| Total | 100.0 % | 100.0 % |
| Veteran status | | |
| Veteran | 5.5 % | 4.7 % |
| Non-veteran | 94.5 | 95.3 |
| Total | 100.0 % | 100.0 % |
| Service-disabled veteran status | | |
| Service-disabled | 1.0 % | 0.9 % |
| Not service-disabled | 99.0 | 99.1 |
| Total | 100.0 % | 100.0 % |

Note: ** Denotes that the difference in proportions between workers in the construction industry and all other industries for the given Census/ACS year is statistically significant at the 95% confidence level.

“All other industries” includes all industries other than the construction industry.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Academic research concerning any effect of race- and gender-based discrimination in construction labor markets. There is substantial academic literature that has examined whether race- or gender-based discrimination affects opportunities for minorities and women to enter construction trades in the United States. Many studies indicate that race- and gender-based discrimination are present and affect opportunities for minorities and women in construction trades. For example, literature concerning women in construction trades has identified substantial barriers to

entry and advancement due to gender discrimination and sexual harassment.¹⁴ One recent study found that when African American women in construction advance into leadership roles, they often find others unduly challenge their authority. Study participants also reported incidents of harassment, bullying and the assumption that they are inferior to their male peers; these instances are believed to hinder African American females' career development and overall success in the construction industry.¹⁵ In another study, white men were found to be the least likely to report challenges related to being assigned low-skill or repetitive tasks that did not enable them to learn new skills. Women and people of color felt that they were disproportionately performing low-skill tasks that negatively impacted the quality of their training experience.¹⁶ Additionally, women encounter practical issues such as difficulty in accessing personal protective equipment that fits them properly (they frequently find such employer-provided equipment to be too large). This sometimes poses a safety hazard, and even more often hinders female workers' productivity, which can impact their relationships with supervisors as well as their opportunities for growth in the industry.¹⁷

Research suggests that race and gender inequalities are visible in a workplace often evidenced through the acceptance of the “good old boys’ club” culture.¹⁸ There may also be an attachment to the idea that “working hard” will bring success. However, the quantitative and qualitative evidence indicates that “hard work” alone does not ensure success for women and people of color.¹⁹ In 2014, the National Women’s Law Center found low representation of women, particularly women of color, in construction jobs and apprenticeships. Women experience many barriers to success in this career path, including experiencing explicit gender discrimination and harassment.²⁰

Importance of unions to entry in the construction industry. Labor researchers characterize construction as a historically volatile industry that is sensitive to business cycles, making the presence of labor unions important for stability and job security within the industry.²¹ The temporary nature of construction work results in uncertain job prospects, and the relatively high turnover of laborers presents a disincentive for construction firms to invest in training. Some researchers have concluded that constant turnover has lent itself to informal recruitment practices and nepotism, compelling

¹⁴ Denissen, A. M., & Saguy, A. C. (2013). Gendered homophobia and the contradictions of workplace discrimination for women in the building trades. *Gender & Society*, 28(3), 381–403. doi:10.1177/0891243213510781; Ericksen, J. A., & Schulteiss, D. E. (2009). Women pursuing careers in trades and construction. *Journal of Career Development*, 36(1), 68–89. doi:10.1177/0894845309340797

¹⁵ Hunte, R. (2016). Black women and race and gender tensions in the trades. *Peace Review*, 28(4), 436–443. doi:10.1080/10402659.2016.1237087

¹⁶ Kelly, M., et al. (2015). When working hard is not enough for female and racial/ethnic minority apprentices in the highway trades. *Sociological Forum*, 30(2), 415–438. doi:10.1111/socf.12169

¹⁷ Onyebeke, L. C., Papazaharias, D. M., Freund, A., Dropkin, J., McCann, M., Sanchez, S. H., . . . Zuckerman, N. C. (2016). Access to properly fitting personal protective equipment for female construction workers. *American Journal of Industrial Medicine*, 59(11), 1032–1040. doi:10.1002/ajim.22624

¹⁸ Kelly, Maura, et al. (2015). When working hard is not enough for female and racial/ethnic minority apprentices in highway trades. *Eastern Sociological Society*, 30(2): 415–438.

¹⁹ Ibid.

²⁰ Graves, F. G., Chaudhry, N., Khouri, L., Frohlich, L., Lane, A., Rao, D., & Hogan, V. (n.d.). *Women in construction: Still breaking ground* (Rep.). Retrieved February 27, 2018, from National Women's Law Center website: https://www.nwlc.org/sites/default/files/pdfs/final_nwlc_womeninconstruction_report.pdf

²¹ Applebaum, H. A. (1999). *Construction workers, U.S.A.* Westport, CT: Greenwood Press.

laborers to tap social networks for training and work. They credit the importance of social networks with the high degree of ethnic segmentation in the construction industry.²² Unable to integrate themselves into traditionally white social networks, African Americans and other minorities face long-standing historical barriers to enter the industry.²³

Construction unions aim to provide a reliable source of labor for employers and preserve job opportunities for workers by formalizing the recruitment process, coordinating training and apprenticeships, enforcing standards of work and mitigating wage competition. Thus, the unionized sector of construction would seemingly be the best road for African Americans and other underrepresented groups into the industry.

However, some researchers have identified racial discrimination by trade unions that has historically prevented minorities from obtaining employment in skilled trades.²⁴ Some researchers have historically argued that union discrimination has taken place in a variety of forms, including the following examples:

- Unions have used admissions criteria that adversely affect minorities. In the 1970s, federal courts ruled that standardized testing requirements for unions unfairly disadvantaged minority applicants who had less exposure to testing. In addition, the policies that required new union members to have relatives who were already in the union perpetuated the effects of past discrimination.²⁵
- Of those minority individuals who are admitted to unions, a disproportionately low number are admitted into union-coordinated apprenticeship programs. Apprenticeship programs are an important means of producing skilled construction laborers, and the reported exclusion of African Americans from those programs has severely limited their access to skilled occupations in the construction industry.²⁶
- Although formal training and apprenticeship programs exist within unions, most training of union members takes place informally through social networking. Nepotism characterizes the unionized sector of construction as it does the non-unionized sector, and that practice favors a white-dominated status quo.²⁷

²² Waldinger, R., & Bailey, T. (1991). The continuing significance of race: Racial conflict and racial discrimination in construction. *Politics & Society*, 19(3), 291–323. doi:10.1177/003232929101900302

²³ Feagin, J. R., & Imani, N. (1994). Racial barriers to African American entrepreneurship: An exploratory study. *Social Problems*, 41(4), 562–584. doi:10.1525/sp.1994.41.4.03x0272l

²⁴ U.S. Department of Justice. (1996). Proposed reforms to affirmative action in federal procurement (61 FR 26042). *Federal register*, 101(61), 26042–63. Office of the Federal Register, National Archives and Records Administration.

²⁵ Ibid. See *U.S. v. Iron Workers Local 86*, 443 F.2d 544 (9th Cir. 1971); *Sims v. Sheet Metal Workers International Association*, 489 F. 2d 1023 (6th Cir. 1973); *U.S. v. International Association of Bridge, Structural and Ornamental Iron Workers*, 438 F.2d 679 (7th Cir. 1971).

²⁶ Applebaum, H. A. (1999). *Construction workers, U.S.A.* Westport, CT: Greenwood Press.

²⁷ Ibid. A high percentage of skilled workers reported having a father or relative in the same trade. However, the author suggests this may not be indicative of current trends.

- Traditionally, unions have been successful in resisting policies designed to increase African American participation in training programs. The political strength of unions in resisting affirmative action in construction has hindered the advancement of African Americans in the industry.²⁸
- Discriminatory practices in employee referral procedures, including apportioning work based on seniority, have precluded minority union members from having the same access to construction work as their white counterparts.²⁹
- According to testimony from African American union members, even when unions implement meritocratic mechanisms of apportioning employment to laborers, white workers are often allowed to circumvent procedures and receive preference for construction jobs.³⁰

More recent research suggests that the relationship between minorities and unions has been changing. As a result, historical observations may not be indicative of current dynamics in construction unions. Recent studies focusing on the role of unions in apprenticeship programs have compared minority and female participation and graduation rates for apprenticeships in joint programs (that unions and employers organize together) with rates in employer-only programs. Many of those studies conclude that the impact of union involvement is generally positive or neutral for minorities and women, compared to non-Hispanic white males, as summarized below.

- Glover and Bilginsoy analyzed apprenticeship programs in the U.S. construction industry during 1996 through 2003. Their dataset covered about 65 percent of apprenticeships during that time. The authors found that joint programs had “much higher enrollments and participation of women and ethnic/racial minorities” and exhibited “markedly better performance for all groups on rates of attrition and completion” compared to employer-run programs.³¹
- In a similar analysis focusing on female apprentices, Bilginsoy and Berik found that women were most likely to work in highly skilled construction professions as a result of enrollment in joint programs as opposed to employer-run programs. Moreover, the effect of union involvement in apprenticeship training was higher for African American women than for white women.³²

²⁸ Waldinger, R., & Bailey, T. (1991). The continuing significance of race: Racial conflict and racial discrimination in construction. *Politics & Society*, 19(3), 291–323. doi:10.1177/003232929101900302

²⁹ U.S. Department of Justice. (1996). Proposed reforms to affirmative action in federal procurement (61 FR 26042). *Federal register*, 101(61), 26042-63. Office of the Federal Register, National Archives and Records Administration.

³⁰ Feagin, J. R., & Imani, N. (1994). Racial barriers to African American entrepreneurship: An exploratory study. *Social Problems*, 41(4), 562–584. doi:10.1525/sp.1994.41.4.03x0272l

³¹ Glover, R. W., & Bilginsoy, C. (2005). Registered apprenticeship training in the U.S. construction industry. *Education + Training*, 47(4/5), 337–349. doi:10.1108/00400910510601913

³² Berik, G., & Bilginsoy, C. (2006). Still a wedge in the door: Women training for the construction trades in the USA. *International Journal of Manpower*, 27(4), 321–341. doi:10.1108/01437720610679197

Additional research on the presence of African Americans and Hispanic Americans in apprenticeship programs found that African Americans were 8 percent more likely to be enrolled in a joint program than in an employer-run program. However, Hispanic Americans were less likely to be in a joint program than in an employer-run program.³³ Those data suggest that Hispanic Americans may be more likely than African Americans to enter the construction industry without support of a union.

Recent union membership data support those findings as well. For example, 2018 Current Population Survey (CPS) asked participants, “Are you a member of a labor union or of an employee association similar to a union?” CPS data showed that union membership was highest among African Americans (13%), and non-Hispanic whites (10%). Hispanic American workers (9%) and Asian American workers (8%) had relatively lower rates of union membership.³⁴

According to some research, union apprenticeships appear to have drawn more African Americans into the construction trades in some markets;³⁵ some studies have found a high percentage of minority construction apprentices. In 2010 in New York City, for example, approximately 69 percent of first-year local construction apprentices were African American, Hispanic American, Asian American, or members of other minority groups. In addition, 11 percent of local New York City construction apprentices were women. It should be noted that, though the Building and Construction Trades Council of Greater New York set a goal that women represent 10 percent of local apprentices; the City did not establish a goal for minority participation.³⁶ However, this increase in apprenticeships may not necessarily be indicative of improved future prospects for minority workers.

A study in Oregon found that, though minority men’s participation in construction apprenticeships was roughly proportional to their representation in the state’s workforce, their representation in skilled trades apprenticeships was lower than might be expected.³⁷

Although union membership and union program participation vary based on race and ethnicity, the research does not provide a clear cause of those differences and their effects on construction industry employment. Research is especially limited concerning the impact of unions on African American employment. It is unclear from past studies whether unions presently help or hinder equal opportunity in construction and whether effects in Baton Rouge are different from other parts of the country. In addition, the current research indicates that the effects of unions on entry into the construction industry may be different for different minority groups. Some unions are

³³ Bilginsoy, C. (2005). How unions affect minority representation in building trades apprenticeship programs. *Journal of Labor Research*, 26(3), 451–463. doi:10.1007/s12122-005-1014-4

³⁴ Bureau of Labor Statistics, U.S. Department of Labor. (2019, January 18). *Union Members Summary* [Press release]. Retrieved from <https://www.bls.gov/news.release/union2.nr0.htm>

³⁵ Mishel, L. (2017). *Diversity in the New York City union and nonunion construction sectors* (Rep.). Retrieved February 27, 2018, from Economic Policy Institute website: <http://www.epi.org/publication/diversity-in-the-nyc-construction-union-and-nonunion-sectors/>

³⁶ Figueroa, M., Grabelsky, J., & Lamare, J. R. (2013). Community workforce agreements: A tool to grow the union market and to expand access to lifetime careers in the unionized building trades. *Labor Studies Journal*, 38(1), 7–31. doi:10.1177/0160449x13490408

³⁷ Berik, G., Bilginsoy, C., & Williams, L. S. (2011). Gender and racial training gaps in Oregon apprenticeship programs. *Labor Studies Journal*, 36(2), 221–244. doi:10.1177/0160449x10396377

actively trying to provide a more inclusive environment for racial minorities and women through “insourcing.”³⁸

Advancement. To research opportunities for advancement in the Baton Rouge MSA construction industry, Keen Independent examined the representation of minorities and women in construction occupations defined by the U.S. Bureau of Labor Statistics.³⁹ Appendix I provides full descriptions of construction trades with large enough sample sizes in the 2013–2017 ACS for analysis.

Racial/ethnic composition of construction occupations. Figure E-4 presents the race/ethnicity of workers in select construction-related occupations in the Baton Rouge MSA, including lower-skill occupations (e.g., construction laborers), higher-skill construction trades (e.g., electricians) and supervisory positions. Figure E-4 presents those data for 2013–2017.

Based on 2013–2017 ACS data, there are large differences in the racial/ethnic makeup of workers in various trades related to construction in the Baton Rouge MSA. Overall, people of color comprised 36 percent of construction workers in 2013–2017, as shown in Figure E-4. Most minorities working in the Baton Rouge MSA construction industry in 2013–2017 were African Americans. The representation of African Americans was substantially greater among laborers (41%) and carpenters (32%) than among all construction workers (24%).

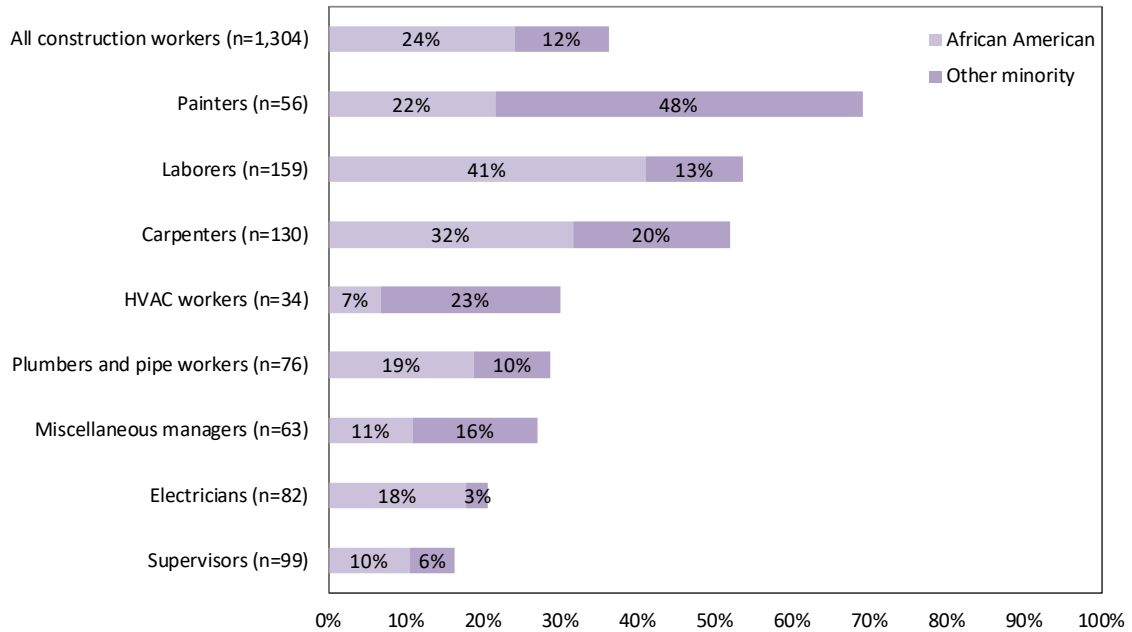
People of color comprised a high percentage of some trades (e.g., 70% of painters) but a much lower share in other trades (e.g., only 21% of electricians).

Among first-line supervisors in construction in the Baton Rouge MSA, only 10 percent were African Americans and 6 percent were other minorities.

³⁸ Judd, R. (2016, November 30). Seattle’s building boom is good news for a new generation of workers. *The Seattle Times, Pacific NW Magazine*. Retrieved from <https://www.seattletimes.com/pacific-nw-magazine/seattles-building-boom-is-good-news-for-a-new-generation-of-workers/>

³⁹ Bureau of Labor Statistics, U.S. Department of Labor. (2001). Standard occupational classification major groups. Retrieved February 15, 2007, from http://www.bls.gov/soc/major_groups.htm

Figure E-4.
 Minorities as a percentage of selected construction occupations in the Baton Rouge MSA, 2013–2017



Note: Other minority includes Asian American, Hispanic Americans, Native Americans and other minorities.

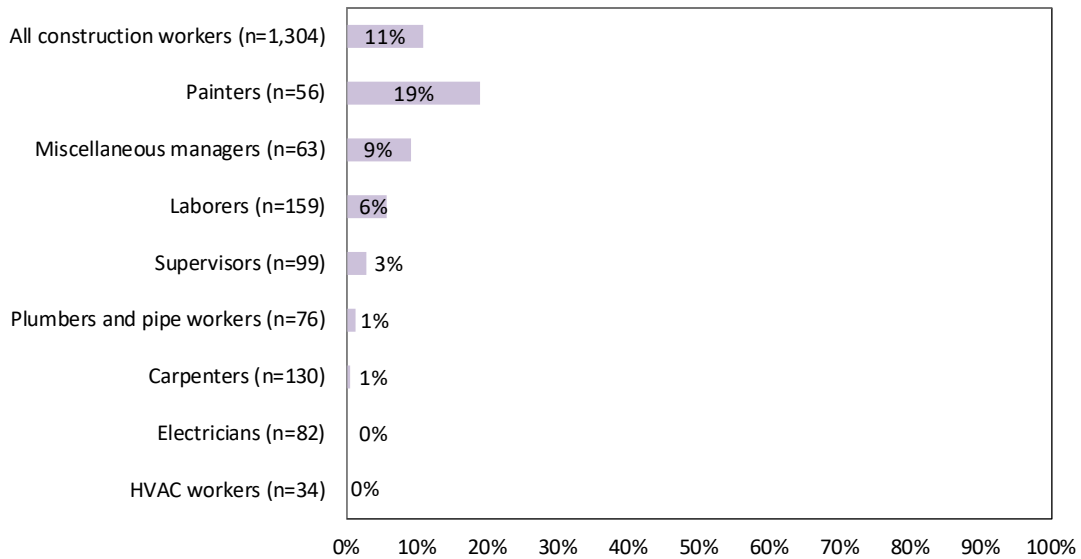
Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Gender composition of construction occupations. Keen Independent also analyzed the proportion of women in construction-related occupations. Figure E-5 summarizes the representation of women in select construction-related occupations for 2013–2017. Overall, women made up only 11 percent of workers in the industry in 2013–2017.

In 2013–2017, women accounted for no more than 3 percent of the workers in most of the largest construction trades. There were no women among the 116 workers in the ACS sample data for people working as electricians or HVAC workers.

As shown in Figures E-5, women comprised just 3 percent of first-line supervisors in 2013–2017.

Figure E-5.
 Women as a percentage of construction workers in selected occupations in
 Baton Rouge MSA, 2013–2017



Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Percentage of minorities as managers. To further assess advancement opportunities in the Baton Rouge MSA construction industry, Keen Independent examined the proportion of construction workers who reported being managers. Figure E-6 presents the percentage of construction employees who reported working as managers in 2013–2017 for Baton Rouge MSA by racial/ethnic and gender group, as well as by veteran status and service-disabled veteran status.

In 2013–2017, over 6 percent of non-Hispanic whites in the Baton Rouge MSA construction industry were managers. Fewer African Americans (3%), Hispanic Americans (3%) and Native Americans or other minorities (2%) worked as managers, statistically significant differences from the rate among non-Hispanic whites.

Gender composition of managers. In the Baton Rouge MSA construction industry in 2013–2017, there was a statistically significant difference in the percentage of women and men who were managers (see Figure E-6). About 6 percent of male construction workers were managers in 2013–2017. Less than 2 percent of female construction workers were managers during the same time period.

Research suggests that this is not due to managerial competency differences between males and females. One study found that women construction managers were rated similarly to their male

counterparts in terms of various managerial capabilities; female managers performed better than male managers in terms of sensitivity, customer focus, and authority and presence.⁴⁰

Percentage veterans and service-disabled veteran managers. In the Baton Rouge MSA construction industry, veterans reported working as managers (5.7%) at a slightly higher rate than non-veterans (5.1%). This difference was not statistically significant. There were no service-disabled veterans working as managers. Due to small sample size statistical significance could not be determined for service-disabled veterans.

Figure E-6.
Percentage of construction workers who worked as a manager in 2013–2017 in the Baton Rouge MSA

| Baton Rouge MSA | 2013–2017 |
|--|-----------|
| Race/ethnicity | |
| African American | 2.9 % ** |
| Asian American | 0.0 |
| Hispanic American | 3.0 * |
| Native American or other minority | 1.5 ** |
| Non-Hispanic white | 6.4 |
| Gender | |
| Female | 1.8 % ** |
| Male | 5.5 |
| Veteran status | |
| Veteran | 5.7 % |
| Non-veteran | 5.1 |
| Service-disabled veteran status | |
| Service-disabled | 0.0 % |
| Not service-disabled | 5.2 |
| All workers | 5.1 % |

Note: *, ** Denote that the difference in proportions between the minority and non-Hispanic white groups, females and males, veterans and non-veterans, service-disabled veterans and non-serviced-disabled for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively.

Source: Keen Independent Research from 2013-2017 ACS Public Use Microdata samples. The 2013-2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

⁴⁰ Arditi, D., & Balci, G. (2009). Managerial competencies of female and male construction managers. *Journal of Construction Engineering and Management*, 135(11), 1275–1278. doi:10.1061/(asce)co.1943-7862.0000100

Professional Services Industry

Keen Independent also examined how education and employment may influence the number of potential minorities, female, veteran and service-disabled entrepreneurs working in the Baton Rouge professional services industry.

Education. In contrast to the construction industry, lack of educational attainment may preclude workers' entry into the professional services industry. Many occupations in the industry require at least a four-year college degree and some require licensure. According to the 2013–2017 ACS, 54 percent of individuals working in the Baton Rouge MSA professional services industry had at least a four-year college degree. Approximately 6 percent had an associate degree.

Therefore, any barriers to college education can restrict employment opportunities, advancement opportunities, and, consequently, business ownership in the professional services industry. Any disparities in business ownership rates in professional services-related work may in part reflect the lack of higher education for a particular racial, ethnic and gender group.⁴¹ Keen Independent explores this issue below.

Race/ethnicity. Figure E-7 presents the percentage of workers age 25 and older with at least a four-year college degree in Baton Rouge MSA.

In Baton Rouge MSA, about 38 percent of all non-Hispanic white workers age 25 and older had at least a four-year degree in 2013–2017. For other racial/ethnic groups, the data for Baton Rouge MSA indicated the following percentage of workers age 25 and older with at least a four-year college degree:

- 54 percent of Asian Americans;
- 23 percent of Native Americans and other minorities;
- 22 percent of Hispanic Americans; and
- 22 percent of African Americans.

The level of education necessary to work in the professional services industry may affect employment opportunities for groups with lower percentages of college education. In the Baton Rouge MSA, African American, Hispanic American and Native American and other minority workers were far less likely to have at least a four-year college degree than non-minority workers.

Other workers. Figure E-7 also presents workers age 25 and older with at least a four-year degree by gender, veteran and service-disabled status. In the Baton Rouge MSA, a higher percentage of females (35%) age 25 and older had at least a four-year college degree when compared with males (30%).

⁴¹ Dickson, P. H., Solomon, G. T., & Weaver, K. M. (2008). Entrepreneurial selection and success: Does education matter? *Journal of Small Business and Enterprise Development*, 15(2), 239-258. doi:10.1108/14626000810871655; Feagin, J. R., & Imani, N. (1994). Racial barriers to African American entrepreneurship: An exploratory study. *Social Problems*, 41(4), 562–584. doi:10.1525/sp.1994.41.4.03x0272l; Macionis, J. J. (2018). *Sociology* (16th ed.). Harlow, England: Pearson.

Veterans (30%) were less likely than non-veterans (33%) to have at least a four-year college degree and service-disabled veterans (37.9%) were more likely than those who were not service-disabled (32.6%). These differences were not statistically significant.

Figure E-7.

Percentage of all workers 25 and older with at least a four-year college degree in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | 2013–2017 |
|--|---------------|
| Race/ethnicity | |
| African American | 22.2 % ** |
| Asian American | 54.1 ** |
| Hispanic American | 22.2 ** |
| Native American or other minority | 23.4 ** |
| Non-Hispanic white | 38.1 |
| Gender | |
| Female | 35.5 % ** |
| Male | 29.9 |
| Veteran status | |
| Veteran | 29.7 % |
| Non-veteran | 32.8 |
| Service-disabled veteran status | |
| Service-disabled | 37.9 % |
| Not service-disabled | 32.6 |
| All workers | 32.3 % |

Note: ** Denote that the difference in proportions between the minority and non-Hispanic white groups, females and males, veterans and non-veterans or service-disabled veterans and non-serviced-disabled for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Employment. Figure E-8 examines workers in the Baton Rouge MSA professional services industry.

Race/ethnicity. In 2013–2017, about 20 percent of workers in the Baton Rouge MSA professional services industry were people of color.

- 12 percent were African Americans;
- 4 percent were Hispanic Americans;
- Almost 4 percent were Asian Americans; and
- Less than 1 percent were Native Americans or other minorities.

Figure E-8.

Demographic distribution of workers in professional services industry and workers age 25 and older with a four-year college degree in all other industries in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | Professional services | All other industries |
|-----------------------------------|-----------------------|----------------------|
| Race/ethnicity | | |
| African American | 12.2 % ** | 23.8 % |
| Asian American | 3.6 | 4.1 |
| Hispanic American | 4.4 | 2.6 |
| Native American or other minority | 0.2 * | 0.5 |
| Total minority | 20.4 % | 31.0 % |
| Non-Hispanic white | 79.6 ** | 69.0 |
| Total | 100.0 % | 100.0 % |
| Gender | | |
| Female | 44.3 % ** | 54.5 % |
| Male | 55.7 ** | 45.5 |
| Total | 100.0 % | 100.0 % |
| Veteran status | | |
| Veteran | 6.5 % ** | 4.8 % |
| Non-veteran | 93.5 ** | 95.2 |
| Total | 100.0 % | 100.0 % |
| Service-disabled status | | |
| Service-disabled | 1.0 % | 1.4 % |
| Not service-disabled | 99.0 | 98.6 |
| Total | 100.0 % | 100.0 % |

Note: *, ** Denote that the difference in proportions between workers in the professional services industry and workers in all other industries for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

In 2013–2017, people of color comprised a smaller percentage of workers in professional services workers 25 and older with a four-year college degree in other industries (31%).

Gender. Compared to their representation among workers 25 and older with a college degree in all industries, relatively fewer women work in the professional services industry. In 2013–2017, women represented about 44 percent of professional services-related workers in the Baton Rouge MSA with a four-year degree, and 55 percent of workers with a four-year college degree in all other industries.

Academic research concerning female and minority participation in science, technology, engineering and mathematics (STEM) fields. Many studies have examined the factors that contribute to low minority and female participation in the STEM fields.⁴² Some factors that may play a role include isolation within work environments,⁴³ negative bias toward females in the engineering fields,⁴⁴ the perception that STEM fields are non-communal,⁴⁵ low anticipated power in male-dominated domains such as the STEM fields,⁴⁶ and inadequate secondary-school preparation for college-level STEM courses.⁴⁷

Goods Industry

Keen Independent also examined how workforce composition may affect the number of potential minority and female entrepreneurs in the goods industry.

Race/ethnicity. In 2013–2017, minorities represented about 31 percent of the workforce in the Baton Rouge MSA goods industry. This was smaller than what might be expected given that minorities constituted 42 percent of workers in other industries. This was primarily due to a relatively low representation of African Americans and Hispanic Americans in the Baton Rouge MSA goods industry workforce.

Gender. Compared to representation of women among workers in all other industries, relatively few women work in the goods industry. In 2013–2017, women represented about 32 percent of goods-related workers in Baton Rouge MSA, and 50 percent of workers in all other industries.

⁴² See, for example, Rice, D. (2017). Diversity in STEM? Challenges influencing the experiences of African American female engineers. In J. Ballenger, B. Polnick, & B. J. Irby (Eds.), *Women of color in STEM: Navigating the workforce* (pp. 157–180). Charlotte, NC: Information Age Publishing; Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., & Graham, M. J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences*, 109(41), 16474–16479. doi:10.1073/pnas.1211286109

⁴³ Rice, D. (2017). Diversity in STEM? Challenges influencing the experiences of African American female engineers. In J. Ballenger, B. Polnick, & B. J. Irby (Eds.), *Women of color in STEM: Navigating the workforce* (pp. 157–180). Charlotte, NC: Information Age Publishing; Strayhorn, T. L. (2015). Factors influencing black males' preparation for college and success in STEM majors: A mixed methods study. *Western Journal of Black Studies*, 39(1), 45–63. Retrieved from http://link.galegroup.com.ezp3.lib.umn.edu/apps/doc/A419267248/EAIM?u=umn_wilson&sid=EAIM&xid=dd369039;

Wagner, S. H. (2017). Perceptions of support for diversity and turnover intentions of managers with solo-minority status. *Journal of Organizational Psychology*, 17(5), 28–36. Retrieved from http://www.na-businesspress.com/JOP/WagnerSH_17_5_.pdf

⁴⁴ Banchevsky, S., Westfall, J., Park, B., & Judd, C. M. (2016). But you don't look like a scientist! Women scientists with feminine appearance are deemed less likely to be scientists. *Sex Roles*, 75(3/4), 95–109. doi:10.1007/s11199-016-0586-1; Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., & Graham, M. J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the National Academy of Sciences*, 109(41), 16474–16479. doi:10.1073/pnas.1211286109; Reuben, E., Sapienza, P., & Zingales, L. (2014). How stereotypes impair women's careers in science. *Proceedings of the National Academy of Sciences*, 111(12), 4403–4408. doi:10.1073/pnas.1314788111

⁴⁵ Stout, J. G., Grunberg, V. A., & Ito, T. A. (2016). Gender roles and stereotypes about science careers help explain women and men's science pursuits. *Sex Roles*, 75(9/10), 490–499. doi:10.1007/s11199-016-0647-5

⁴⁶ Chen, J. M., & Moons, W. G. (2014). They won't listen to me: Anticipated power and women's disinterest in male-dominated domains. *Group Processes & Intergroup Relations*, 18(1), 116–128. doi:10.1177/1368430214550340

⁴⁷ Strayhorn, T. L. (2015). Factors influencing black males' preparation for college and success in STEM majors: A mixed methods study. *Western Journal of Black Studies*, 39(1), 45–63. Retrieved from http://link.galegroup.com.ezp3.lib.umn.edu/apps/doc/A419267248/EAIM?u=umn_wilson&sid=EAIM&xid=dd369039

Veterans and service-disabled veterans. About 6 percent of workers in the Baton Rouge MSA goods industry were veterans, which is comparable to the percentage of veterans in all other industries (5%). Service-disabled veterans comprised 0.5 percent of the workforce in the goods industry and 1.0 percent of workers in all other industries. Neither of these differences were statistically significant.

Figure E-9 compares the demographic composition of workers in the Baton Rouge MSA goods industry to that of workers in all other industries in the metropolitan area.

Figure E-9.
Demographic distribution of workers in goods and all other industries in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | Goods | All other industries |
|-----------------------------------|----------------|----------------------|
| Race/ethnicity | | |
| African American | 24.0 % ** | 34.4 % |
| Asian American | 2.7 | 2.5 |
| Hispanic American | 3.2 | 4.0 |
| Native American or other minority | 1.0 | 0.7 |
| Total minority | 30.8 % | 41.6 % |
| Non-Hispanic white | 69.2 ** | 58.4 |
| Total | 100.0 % | 100.0 % |
| Gender | | |
| Female | 31.6 % ** | 49.5 % |
| Male | 68.4 ** | 50.5 |
| Total | 100.0 % | 100.0 % |
| Veteran Status | | |
| Veteran | 5.8 % | 4.7 % |
| Non-veteran | 94.2 | 95.3 |
| Total | 100.0 % | 100.0 % |
| Service-disabled status | | |
| Service-disabled | 0.5 % | 1.0 % |
| Not service-disabled | 99.5 | 99.0 |
| Total | 100.0 % | 100.0 % |

Note: ** Denote that the difference in proportions between workers in the goods industry and workers in all other industries for the given Census/ACS year is statistically significant at the 95% confidence level.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Other Services Industry

Keen Independent also examined composition of the Baton Rouge MSA other services industry workforce (see Figure E-10).

Figure E-10 compares the demographic composition of workers in the Baton Rouge MSA other services industry to all other industries.

Race/ethnicity. In 2013–2017, about 47 percent of the workforce in the Baton Rouge MSA other services industry was represented by minorities. Of that workforce:

- About 43 percent were African American;
- Less than 1 percent were Asian American;
- About 3 percent were Hispanic American; and
- One percent were Native American or other minority.

In 2013–2017, all minorities considered together comprised a larger percentage of workers in other services-related industries (47%) than minority workers in all other industries (41%). This was primarily due to a larger representation of African Americans and Hispanic Americans in the Baton Rouge MSA other services workforce than in other industries.

Gender. Compared to their representation among workers in all other industries, relatively fewer women worked in the other services industry. In 2013–2017, women represented about 30 percent of other services workers in Baton Rouge MSA, and 50 percent of workers in all other industries.

Other workers. Almost 8 percent of the other services workforce were veterans, significantly higher when compared with their representation in the workforce for all other industries (5%). Service-disabled veterans comprised 1.5 percent of the other services workforce and almost 1 percent of the workforce in all other industries. These differences were not statistically significant.

Figure E-10.
Demographic distribution of workers in other services and all other industries in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | Other services | All other industries |
|-----------------------------------|----------------|----------------------|
| Race/ethnicity | | |
| African American | 42.6 % ** | 33.4 % |
| Asian American | 0.3 ** | 2.7 |
| Hispanic American | 3.7 | 3.9 |
| Native American or other minority | 0.4 | 0.8 |
| Total minority | 47.1 % | 40.7 % |
| Non-Hispanic white | 52.9 ** | 59.3 |
| Total | 100.0 % | 100.0 % |
| Gender | | |
| Female | 30.3 % ** | 49.8 % |
| Male | 69.7 ** | 50.2 |
| Total | 100.0 % | 100.0 % |
| Veteran status | | |
| Veteran | 7.6 % ** | 4.6 % |
| Non-Veteran | 92.4 ** | 95.4 |
| Total | 100.0 % | 100.0 % |
| Service-disabled veteran | | |
| Service-disabled | 1.5 % | 0.9 % |
| Not service-disabled | 98.5 | 99.1 |
| Total | 100.0 % | 100.0 % |

Note: ** Denotes that the difference in proportions between workers in professional services and all other industries for the given Census/ACS year is statistically significant at 95% confidence level.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Summary

Keen Independent's analyses suggest that there are barriers to entry for certain minority groups and for women in the construction, professional services, goods and other services industries in Baton Rouge, as summarized below.

Although racial and ethnic minorities comprised 41 percent of the Baton Rouge MSA workforce, people of color were only 33 percent of business owners in the study industries. Women were 49 percent of the Baton Rouge MSA workforce and 24 percent of the study industries business owners. Keen Independent explored whether barriers to entry and advancement might partly explain these overall differences.

- Fewer African Americans, Asian Americans and women worked in the Baton Rouge MSA construction industry than what might be expected based on their representation in the overall workforce.
- Fewer African Americans, Asian Americans, Native Americans and women worked in the Baton Rouge MSA professional services industry than what might be expected based on analyses of workers 25 and older with a four-year college degree.
- Representation of African American, Hispanic American and female employees in the Baton Rouge MSA goods industry was also below what might be expected.
- There were fewer Asian Americans, Hispanic Americans, Native Americans and women working in the Baton Rouge MSA other services industry than might be anticipated from analysis of the metropolitan area workforce. Representation of African Americans, however, was higher in this industry than in the overall workforce.

Any barriers to entry in the study industries might affect the relative number of minority and female business owners in these industries in Baton Rouge.

Keen Independent also examined advancement in the Baton Rouge MSA construction industry.

- Representation of minorities was lower in certain construction trades than others.
- Most construction trades are nearly all male workers.
- Compared to non-Hispanic whites working in the construction industry, African Americans and Native American and other minorities were less likely to be first line supervisors. Relatively fewer women than men working in the construction industry were first line supervisors or managers.

Any barriers to advancement in the Baton Rouge MSA construction industry may also affect the number of business owners among those groups.

Appendix F, which follows, examines rates of business ownership among individuals working in the Baton Rouge construction, professional services, goods and other services industries.

APPENDIX F.

Business Ownership in the Baton Rouge Construction, Professional Services, Goods and Other Services Industries

Approximately one in eight construction workers in the Baton Rouge marketplace was a self-employed business owner in 2013–2017. Almost one in five employees in the local professional services and other services industries was a self-employed business owner. In the goods industry, a mere 5 percent of workers were self-employed. Focusing on these study industries, Keen Independent examined business ownership for groups of different racial, ethnic, gender and veteran status in Baton Rouge using Public Use Microdata Samples (PUMS) from the 2013–2017 American Community Survey (ACS). Analysis of service-disabled veterans could not be conducted because of small sample sizes. (Appendix F uses “self-employment” and “business ownership” interchangeably.)

As discussed in Appendix E, Keen Independent considers the entire Baton Rouge Metropolitan Statistical Area (MSA) to represent the Baton Rouge marketplace. Any discussion of the Baton Rouge marketplace or Baton Rouge industries in the following analysis includes firms and individuals located in the entire metropolitan area.

Business Ownership Rates

Many studies have explored differences between minority and non-minority business ownership at the national level.¹ Although self-employment rates have increased for minorities and women over time, several studies indicate that race, ethnicity and gender continue to affect opportunities for business ownership. The extent to which such individual characteristics may limit business ownership opportunities differs across industries and regions.²

Construction industry. Keen Independent classified workers as self-employed if they reported that they worked in their own unincorporated or incorporated business. In 2013–2017, 12 percent of workers in the Baton Rouge MSA construction industry were self-employed compared with 8 percent of workers across all industries.

¹ See, for example, Bates, T., & Robb, A.M. (2016). Impacts of Owner Race and Geographic Context on Access to Small-Business Financing. *Economic Development Quarterly*, 30(2), 159–170.; Blanchflower, D. (2008). Minority Self Employment in the United States And the Impact of Affirmative Action Programs. *NBER Working Paper Series*, (13972).; Fairlie, R. W. & Robb, A. M. (2007). Why are Black-Owned Businesses Less Successful than White-Owned Businesses? The Role of Families, Inheritances and Business Human Capital. *Journal of Labor Economics*, 25(2), 289–323.; Fairlie, R. W. & Robb, A. M. (2006). Race, Families and Business Success: A Comparison of African-American-, Asian-, and White-Owned Businesses. *Russell Sage Foundation*.; Chatterji, A. K., Chay, K. Y., & Fairlie, R. W. (2013). The Impact of City Contracting Set-Asides on Black Self-Employment and Employment.

² Lofstrom, M., Bates, T., & Parker, S. C. (2014). Why are Some People More Likely to Become Small-Businesses Owners than Others: Entrepreneurship Entry and Industry-Specific Barriers. *Journal of Business Venturing*, (29), 232–251.

Because of small sample size, calculations for Asian Americans, Hispanic Americans and Native Americans in the construction industry were combined into a single “other minority” category.

Figure F-1 shows the percentage of workers who were self-employed in the construction industry by group for 2013–2017 in Baton Rouge MSA:

- About 9 percent of African American workers in the construction industry were self-employed, significantly less than the rate for non-Hispanic whites (13%).
- There was no statistically significant difference in the relative number of other people of color in the construction industry who were self-employed when compared with non-Hispanic whites.

The business ownership rate among women was 10 percent in the local construction industry, less than the 13 percent rate of self-employment for men. Veterans and non-veterans in the Baton Rouge MSA construction industry were self-employed at similar rates. (There was insufficient data to examine rates of self-employment for service-disabled veterans.)

Figure F-1.
Percentage of workers in the construction industry who were self-employed in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | 2013–2017 |
|------------------------|------------------|
| Race/ethnicity | |
| African American | 8.6 % * |
| Other minority | 16.7 |
| Non-Hispanic white | 13.1 |
| Gender | |
| Female | 9.6 % |
| Male | 12.8 |
| Veteran status | |
| Veteran | 12.0 % |
| Non-veteran | 12.5 |
| All individuals | 12.4 % |

Note: *, ** Denote that the difference in proportions between the minority and non-Hispanic white groups (or female and male groups) for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively. Because of small sample size, "other minority" includes Asian Americans, Hispanic Americans, Native Americans and other minorities.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Professional services industry. Figure F-2 presents the percentage of workers who were self-employed in the professional services industry in 2013–2017.

- Significantly fewer Asian American workers in the professional services industry were self-employed (8%), less than one-half of the rate for non-Hispanic whites.
- Women (18%) were self-employed at a similar rate to men (19%) in the industry.

There was no statistically significant difference in business ownership rates between veterans in the local professional services industry and non-veterans working in the industry.

Figure F-2.

Percentage of workers in the professional services industry who were self-employed in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | 2013–2017 |
|------------------------|---------------|
| Race/ethnicity | |
| African American | 19.4 % |
| Asian American | 7.5 ** |
| Other minority | 24.2 |
| Non-Hispanic white | 18.5 |
| Gender | |
| Female | 18.3 % |
| Male | 18.5 |
| Veteran status | |
| Veteran | 22.7 % |
| Non-veteran | 18.2 |
| All individuals | 18.4 % |

Note: *, ** Denote that the difference in proportions between the minority and non-Hispanic white groups (or female and male groups) for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively.

Because of small sample size, "other minority" includes Hispanic Americans, Native Americans and other minorities.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Goods industry. Keen Independent also examined business ownership rates for people working in the Baton Rouge MSA goods industry in 2013–2017, as shown in Figure F-3. About 4 percent of African American workers were self-employed, similar to the rate for non-Hispanic whites (5%).

About three percent of women in the professional services industry were self-employed, one-half the business ownership rate for men (6%) and a statistically significant difference.

According to 2013–2017 data, veterans (4%) were self-employed at a similar rate when compared with rates for all others (5%).

Figure F-3.
Percentage of workers in the goods industry who were self-employed in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | 2013–2017 |
|------------------------|--------------|
| Race/ethnicity | |
| African American | 4.1 % |
| Other minority | 10.5 |
| Non-Hispanic white | 4.5 |
| Gender | |
| Female | 2.6 % * |
| Male | 5.8 |
| Veteran status | |
| Veteran | 4.0 % |
| Non-veteran | 4.8 |
| All individuals | 4.8 % |

Note: *, ** Denote that the difference in proportions between the minority and non-Hispanic white groups (or female and male groups) for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively.

Because of small sample size, "other minority" includes Asian Americans, Hispanic Americans, Native Americans and other minorities.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Other services industry. Figure F-4 presents the percentage of workers who were self-employed in the other services industry in 2013–2017. About 17 percent of African American workers in the other services industry were self-employed, less than the rate for non-Hispanic whites (21%), but not a statistically significant difference.

From 2013 through 2017, the self-employment rate of women (15%) was less than the rate for men (22%) within the industry. This difference was statistically significant. In the Baton Rouge MSA other services industry, veterans (19%) also had self-employment rates similar to non-veterans (20%).

Figure F-4.
 Percentage of workers in the other services industry who
 were self-employed in the Baton Rouge MSA, 2013–2017

| Baton Rouge MSA | 2013–2017 |
|------------------------|---------------|
| Race/ethnicity | |
| African American | 17.2 % |
| Other minority | 24.5 |
| Non-Hispanic white | 21.0 |
| Gender | |
| Female | 14.8 % ** |
| Male | 21.6 |
| Veteran status | |
| Veteran | 18.8 % |
| Non-veteran | 19.6 |
| All individuals | 19.5 % |

Note: *, ** Denote that the difference in proportions between the minority and non-Hispanic white groups (or female and male groups) for the given Census/ACS year is statistically significant at the 90% or 95% confidence level, respectively. Because of small sample size, "other minority" includes Asian Americans, Hispanic Americans, Native Americans and other minorities.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Potential causes of differences in business ownership rates. Nationally, researchers have examined whether there are disparities in business ownership rates after considering personal characteristics such as education and age. Several studies have found that disparities in business ownership still exist even after accounting for such factors.

- **Financial capital.** Some studies have concluded that access to financial capital is a strong determinant of business ownership. Researchers have consistently found correlation between start-up capital and business formation, expansion and survival.³ In addition, studies suggest that housing appreciation has a positive effect on small business formation and employment.⁴ However, unexplained differences in financial capital still exist when statistically controlling for amount of start-up capital.⁵ Access to capital is discussed in more detail in Appendix G.

³ See Lofstrom, M. & Chunbei, W. (2006). Hispanic Self-Employment: A Dynamic Analysis of Business Ownership., *Forschungsinstitut zur Zukunft der Arbeit (Institute for the Study of Labor)*; Fairlie, R. W., & Robb, A. M. (2006). Race, Families and Business Success: A Comparison of African American-, Asian-, and White-Owned Businesses. *Russell Sage Foundation*.; Chatterji, A. K., et al. (2013). The Impact of City Contracting Set-Asides on Black Self-Employment and Employment.

⁴ Fairlie, R. W., & Krashinsky, H. A. (2012). Liquidity Constraints, Household Wealth, and Entrepreneurship Revisited.

⁵ Lofstrom, M., & Chunbei, W. (2006). Hispanic Self-Employment: A Dynamic Analysis of Business Ownership. *Forschungsinstitut zur Zukunft der Arbeit (Institute for the Study of Labor)*; Fairlie, R. W., Robb, A. M., & United States Minority Business Development Agency. (2010). Disparities in Capital Access between Minority and Non-minority-owned Businesses: The Troubling Reality of Capital Limitations Faced by MBEs.

In Baton Rouge, the historic August 2016 flood caused a significant amount of damage to residential property and other assets. Louisiana Economic Development estimated that the flood caused \$3.8 billion in damages to residential housing structures, \$1.3 billion in losses to contents of residential houses and \$379 million in damages to automobiles.⁶ This damage diminished the amount of start-up capital available for business owners and may have had a negative impact on business formation and success.

- **Education.** Education has a positive effect on the probability of business ownership in most industries. For example, recent research confirms a significant relationship between education and ability to obtain start-up capital.⁷ However, results of multiple studies indicate that minorities are still less likely to own a business than non-minorities with similar levels of education.⁸
- **Experience.** Both prior self-employment and managerial experience are important indicators of re-entering or entering business ownership, respectively.⁹ However, unexplained differences in self-employment between minorities and non-minorities still exist when accounting for business experience.¹⁰
- **Intergenerational links.** Intergenerational links affect one's likelihood of self-employment.¹¹ In fact, having an entrepreneurial parent can increase the likelihood of their offspring choosing to be self-employed by up to 200 percent.¹² One study found that experience working for a self-employed family member increases the likelihood of business ownership for minorities.¹³

⁶ Terrell, D., Ph.D. *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development.

⁷ Robb, A.M., Fairlie, R. W. and Robinson, D. T. (2009). "Capital Injections among New Black and White Business Ventures: Evidence from the Kauffman Firm Survey." *Federal Reserve Bank of Cleveland*.

⁸ See Fairlie, R.W. and Meyer, B.D. (1996). Ethnic and Racial Self-Employment Differences and Possible Explanations. *The Journal of Human Resources*, 31(4), 757–793; Butler, J. S. and Herring, C. (1991). Ethnicity and Entrepreneurship in America: Toward an Explanation of Racial and Ethnic Group Variations in Self-Employment. *Sociological Perspectives*. 79–94.

⁹ Kim, P., Aldrich, H., & Keister, H. (2006). Access (Not) Denied: The Impact of Financial, Human, and Cultural Capital on Entrepreneurial Entry in the United States. *Small Business Economics*, 27(1), 5–22; Georgellis, Y., Sessions, J. G., & Tsitsianis, N. (2005). Windfalls, wealth, and the transition to self-employment. *Small Business Economics*, 25(5), 407.

¹⁰ Fairlie, R., & Meyer, B. (2000). Trends in Self-Employment among White and Black Men during the Twentieth Century. *The Journal of Human Resources*, 35(4), 643–669. doi:10.2307/146366

¹¹ Andersson, L., & Hammarstedt, M. (2010). Intergenerational transmissions in immigrant self-employment: Evidence from three generations. *Small Business Economics*, 34(3), 261–276.

¹² Lindquist, M. J., Sol, J., & Van Praag, M. (2015). Why Do Entrepreneurial Parents Have Entrepreneurial Children? *Journal of labor economics*, (2). 269.

¹³ See Fairlie, R. W., & Robb, A. M. (2006). Race, Families and Business Success: A Comparison of African American-, Asian-, and White-Owned Businesses. *Russell Sage Foundation*; Fairlie, R. W., & Robb, A. M. (2007). Why are Black-Owned Businesses Less Successful than White-Owned Businesses? The Role of Families, Inheritances and Business Human Capital. *Journal of Labor Economics*, 25(2), 289–323.

Outside of affecting financial capital and personal assets, the flood of 2016 may have had a more direct impact on business ownership in the Baton Rouge area. A study by Louisiana Economic Development (LED) estimated that businesses lost over \$3 billion in the flood. Of this:

- An estimated \$595.6 million in damages occurred to business structures;
- About \$262.8 million in business equipment was lost;
- Approximately \$1.4 billion was lost in business inventories; and
- An estimated \$836.4 million was lost due to business disruption.

Experts also estimate that the flood caused a loss of \$300 million in labor productivity and \$836 million in terms of value added.¹⁴

In total, an estimated 19,000 businesses in the state were disrupted (affecting about 14% of Louisiana's workforce). In East Baton Rouge Parish, about 8,000 businesses and 143,700 workers were impacted by the flood.¹⁵ Experts also suggest that poorer and more vulnerable communities were disproportionately impacted by the flood.¹⁶

Small and local businesses may not have been able to recover from the substantial losses due to the flood. The 2016 flood may have had a large direct impact on business ownership rates and may have disproportionately affected minorities and other disadvantaged business owners.

Business Ownership Regression Analysis

Race, ethnicity, gender and veteran status can affect opportunities for business ownership, even when accounting for personal characteristics such as education, age and familial status. Recent research using data from 2007 through 2010 indicates that minorities (including African Americans and Hispanic Americans) face greater credit constraints at business start-up and throughout business ownership than non-Hispanic whites, even after controlling for other factors including credit score.¹⁷

To further examine business ownership, Keen Independent developed multivariate regression models to explore patterns of business ownership in the Baton Rouge MSA. Those models estimate the effect of race, ethnicity, gender and veteran status on the probability of business ownership while statistically controlling for other personal and family characteristics.

¹⁴ Terrell, D., Ph.D. *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development.

¹⁵ Ibid.

¹⁶ Upton, J. (2017, August 9). One Year After the Great Flood, Louisiana's Most Vulnerable Cope with the Losses. *Grist*.

¹⁷ Robb, A.M. (2012). Access to Capital among Young Firms, Minority-owned Firms, Women-owned Firms and High-Tech Firms. *Small Business Administration*; Chatterji, A.K., et al. (2013). The Impact of City Contracting Set-Asides on Black Self-Employment and Employment.

An extensive body of literature examines whether race- and gender-neutral personal factors such as access to financial capital, education, age, disability status and family characteristics (e.g., marital status) help explain differences in business ownership. That subject has also been examined in other disparity studies that have been upheld in court.¹⁸ For example, prior studies in Minnesota and Illinois have used econometric analyses to investigate whether disparities in business ownership for minorities and women working in the construction and professional services industries persist after statistically controlling for race- and gender-neutral personal characteristics.^{19, 20} Those studies have incorporated probit econometric models using PUMS data from the 2000 Census, and have been among the materials that agencies have submitted to courts in subsequent litigation concerning the implementation of the Federal DBE Program.

Keen Independent used similar probit regression models to predict business ownership from multiple independent or “explanatory” variables, such as:²¹

- Personal characteristics that are potentially linked to the likelihood of business ownership — age, age-squared, marital status, number of children in the household, number of elderly people in the household, disability status and English-speaking ability;
- Educational attainment;
- Measures and indicators related to personal financial resources and constraints — home ownership, home value, monthly mortgage payment, dividend and interest income, and additional household income from a spouse or unmarried partner; and
- Race, ethnicity, gender and veteran status.

¹⁸ National Economic Research Associates, Inc. (2012). *The State of Minority- and Women-Owned Business Enterprise in Construction: Evidence from Houston*. Prepared for the City of Houston.; Mason Tillman Associates (2011) *Illinois Department of Transportation/Illinois Tollway Disadvantaged Business Enterprises Disparity Study (Vols. 1–2)*. Prepared for the Illinois Department of Transportation.; Mason Tillman Associates (2011); National Economic Research Associates, Inc. (1997) *Disadvantaged Business Enterprise Availability Study*. Prepared for the City of Denver.

¹⁹ National Economic Research Associates, Inc. (2000). *Disadvantaged Business Enterprise Availability Study*. Prepared for the Minnesota Department of Transportation.

²⁰ National Economic Research Associates, Inc. (2004). *Disadvantaged Business Enterprise Availability Study*. Prepared for the Illinois Department of Transportation.

²¹ Probit models estimate the effects of multiple independent or “predictor” variables in terms of a single, dichotomous dependent or “outcome” variable — in this case, business ownership. The dependent variable is binary, coded as “1” for individuals in a particular industry who are self-employed and “0” for individuals who are not self-employed. The model enables estimation of the probability that workers in each sample are self-employed, based on their individual characteristics. Keen Independent excluded observations where the Census Bureau had imputed values for the dependent variable (business ownership).

Keen Independent developed four probit regression models using PUMS data from the 2013–2017 ACS for the Baton Rouge MSA:

- Construction industry model that included 1,170 observations;
- Professional services industry model that included 899 observations;
- Goods industry model that included 600 observations; and
- Other services industry model that included 761 observations.

Baton Rouge MSA construction industry in 2013–2017. Figure F-5 presents the coefficients for the probit model for individuals working in the Baton Rouge MSA construction industry in 2013–2017.

Among neutral factors, higher home values were statistically significant in predicting the probability of business ownership. Being a woman or a person with disabilities was associated with lower business ownership rates.

Figure F-5.
Baton Rouge construction industry
business ownership model in
Baton Rouge MSA, 2013–2017

Note:

*, ** Denote statistical significance at the 90% and 95% confidence levels, respectively.

Because of small sample size, "other minority" includes Asian Americans, Hispanic Americans, Native Americans and other minorities.

Source:

Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center:
<http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|---|-------------|
| Constant | -2.4190 ** |
| Age | 0.0425 |
| Age-squared | -0.0001 |
| Married | 0.0381 |
| Number of children in household | 0.0126 |
| Number of people over 65 in household | -0.2830 |
| Owns home | 0.1550 |
| Home value (\$0,000s) | 0.0007 * |
| Monthly mortgage payment (\$0,000s) | -0.1340 |
| Interest and dividend income (\$0,000s) | -0.0162 |
| Income of spouse or partner (\$0,000s) | 0.0029 |
| Speaks English well | -0.2170 |
| Less than high school education | 0.1770 |
| Some college | -0.0191 |
| Four-year degree | -0.2340 |
| Advanced degree | -0.8760 |
| African American | -0.2210 |
| Other minority | 0.2830 |
| Female | -0.3870 ** |
| Disabled | -0.4330 * |
| Veteran | -0.1880 |

Probit modeling allows for further analysis of the disparities identified in business ownership rates for women and persons with disabilities. Keen Independent modeled business ownership rates for women as they have the same probability of business ownership as similarly situated non-Hispanic white males.

1. Keen Independent performed a probit regression analysis predicting business ownership using only non-Hispanic white male construction workers in the dataset.²²
2. After obtaining the results from the non-Hispanic white male regression model, the study team used coefficients from that model along with the mean personal, financial and educational characteristics of non-Hispanic white women and disabled persons working in the Baton Rouge MSA construction industry (i.e., indicators of educational attainment as well as indicators of personal financial resources and constraints) to estimate the probability of business ownership of each group. Similar simulation approaches have been used in other disparity studies that courts have reviewed.

Figure F-6 presents the simulated business ownership rate (i.e., “benchmark” rate) for non-Hispanic white women and compares it to the actual, observed mean probabilities of business ownership for that group. The disparity index was calculated by taking the actual business ownership rate for non-Hispanic white females, dividing it by that group’s benchmark rate, and then multiplying the result by 100. The disparity index of less than 80 expresses the presence of a “substantial” disparity in outcomes for women. Note that the “actual” self-employment rates are for the dataset used for these regression analyses and do not always exactly match results from the entire 2013–2017 data.

Figure F-6.

Comparison of actual business ownership rates to simulated rates for Baton Rouge construction workers in the Baton Rouge MSA, 2013–2017

| Group | Self-employment rate | | Disparity index (100 = parity) |
|---------------------------|----------------------|-----------|-----------------------------------|
| | Actual | Benchmark | |
| Non-Hispanic white female | 11.5 % | 14.7 % | 78 |

Note: As the benchmark figure can only be estimated for records with an observed (rather than imputed) dependent variable, comparison is made with only this subset of the sample. For this reason, actual self-employment rates may differ slightly from those in Figure F-1.

Disparity index calculated as actual/benchmark rate, multiplied by 100.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Results from these analyses show lower actual self-employment rates for non-Hispanic white women than the simulated ownership rates for this group. The actual business ownership rate for non-Hispanic white women was 11.5 percent, less than the benchmark rate of 14.7 percent. Dividing 11.5 percent by 14.7 percent (and then multiplying by 100) gives a disparity index of 78, indicating that women owned construction businesses at 78 percent of the rate that would be expected based on simulated ownership rates of non-Hispanic white males. Because the disparity index was less than 80, it indicates a substantial disparity (Appendix B provides a discussion of the use of substantial disparity in court cases).

²² That version of the model excluded the race, ethnicity and gender indicator variables, because the value of all those variables would be the same (i.e., 0).

Baton Rouge MSA professional services industry in 2013 through 2017. Keen Independent developed a separate business ownership model for the Baton Rouge MSA professional services industry using the same data source (2013–2017 ACS data).

Figure F-7 presents the coefficients from that probit model. Having a higher home value and speaking English well were associated with higher business ownership rates, while having less than a high school education and being disabled was associated with lower business ownership rates.

After controlling for neutral factors, there were no statistically significant differences in the rates of business ownership for people of color and women working in the professional services industry compared with non-minorities and men.

Figure F-7.
Baton Rouge professional services industry business ownership model in the Baton Rouge MSA, 2013–2017

Note:

*, ** Denote statistical significance at the 90% and 95% confidence levels, respectively.

Because of small sample size, "other minority" includes Hispanic Americans, Native Americans and other minorities.

Source:

Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center:
<http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|---|-------------|
| Constant | -8.0000 ** |
| Age | 0.0358 |
| Age-squared | -0.0001 |
| Married | 0.0086 |
| Number of children in household | 0.0660 |
| Number of people over 65 in household | 0.1820 |
| Owns home | -0.0793 |
| Home value (\$0,000s) | 0.0007 ** |
| Monthly mortgage payment (\$0,000s) | 0.0182 |
| Interest and dividend income (\$0,000s) | 0.0007 |
| Income of spouse or partner (\$0,000s) | 0.0009 |
| Speaks English well | 5.5140 ** |
| Less than high school education | -4.5650 ** |
| Some college | -0.1260 |
| Four-year degree | -0.0714 |
| Advanced degree | 0.0593 |
| African American | 0.3010 |
| Asian American | -0.2560 |
| Other minority | 0.4060 |
| Female | 0.0299 |
| Disabled | -0.4160 * |
| Veteran | -0.0009 |

Baton Rouge MSA goods industry in 2013 through 2017. Keen Independent developed a separate business ownership model for the Baton Rouge MSA goods industry also using 2013–2017 ACS data. After controlling for personal and family characteristics, there were statistically significant disparities in business ownership rates for women working in the Baton Rouge MSA goods industry, as shown in Figure F-8.

Figure F-8.
Baton Rouge goods industry business ownership model in the Baton Rouge MSA, 2013–2017

Note:

*,** Denote statistical significance at the 90% and 95% confidence levels, respectively.

Because of small sample size, "other minority" includes Asian Americans, Hispanic Americans, Native Americans and other minorities.

Source:

Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|---|-------------|
| Constant | -3.1420 ** |
| Age | 0.0514 |
| Age-squared | -0.0004 |
| Married | -0.1010 |
| Number of children in household | 0.0807 |
| Number of people over 65 in household | 0.5110 |
| Owns home | -0.1400 |
| Home value (\$0,000s) | 0.0003 |
| Monthly mortgage payment (\$0,000s) | -0.1480 |
| Interest and dividend income (\$0,000s) | 0.0008 |
| Income of spouse or partner (\$0,000s) | 0.0016 |
| Speaks English well | 0.4140 |
| Less than high school education | 0.7560 * |
| Some college | -0.1740 |
| Four-year degree | 0.2160 |
| Advanced degree | 0.4570 |
| African American | -0.1100 |
| Other minority | -0.0330 |
| Female | -0.5060 ** |
| Disabled | -0.3760 |
| Veteran | -0.2780 |

Figure F-9 presents actual and simulated (“benchmark”) business ownership rates non-Hispanic white women working in the Baton Rouge MSA goods industry. The benchmark ownership rate for non-Hispanic white women in the goods industry was 9 percent, compared to an actual ownership rate of 2.7 percent. This is a disparity index of 30, which indicates a substantial disparity.

Figure F-9. Comparison of actual business ownership rates to simulated rates for Baton Rouge workers in the goods industry in the Baton Rouge MSA, 2013–2017

| Group | Self-employment rate | | Disparity index (100 = parity) |
|---------------------------|----------------------|-----------|-----------------------------------|
| | Actual | Benchmark | |
| Non-Hispanic white female | 2.7 % | 9.0 % | 30 |

Note: As the benchmark figure can only be estimated for records with an observed (rather than imputed) dependent variable, comparison is made with only this subset of the sample. For this reason, actual self-employment rates may differ slightly from those in Figure F-2.

Disparity index calculated as actual/benchmark rate, multiplied by 100.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Baton Rouge MSA other services industry in 2013 through 2017. Figure F-10 presents the coefficients from the modeling of business ownership for people working in the other services industry. After controlling for other characteristics, there were statistically significant disparities in business ownership rates among women working in the Baton Rouge MSA other services industry.

Figure F-10.
Baton Rouge other services industry
business ownership model in the
Baton Rouge MSA, 2013–2017

Note:

*,** Denote statistical significance at the 90% and 95% confidence levels, respectively.

Because of small sample size, "other minority" includes Asian Americans, Hispanic Americans, Native Americans and other minorities.

Source:

Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 ACS raw data extract was obtained through the IPUMS program of the MN Population Center:
<http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|---|-------------|
| Constant | -2.3630 ** |
| Age | 0.0730 ** |
| Age-squared | -0.0005 |
| Married | -0.1870 |
| Number of children in household | 0.0505 |
| Number of people over 65 in household | 0.0490 |
| Owns home | 0.2170 |
| Home value (\$0,000s) | 0.0001 |
| Monthly mortgage payment (\$0,000s) | -0.1390 |
| Interest and dividend income (\$0,000s) | 0.0045 |
| Income of spouse or partner (\$0,000s) | 0.0062 ** |
| Speaks English well | -0.5880 |
| Less than high school education | 0.2450 |
| Some college | 0.4260 ** |
| Four-year degree | 0.1630 |
| Advanced degree | 0.1180 |
| African American | -0.0646 |
| Other minority | 0.1850 |
| Female | -0.3970 ** |
| Disabled | -0.0120 |
| Veteran | -0.2110 |

Figure F-11 presents actual and simulated (“benchmark”) business ownership rates for non-Hispanic white women in the other services industry. The benchmark ownership rate for non-Hispanic white women in the other services industry was 22 percent, compared to an actual ownership rate of 31 percent. This is a disparity index of 70, which indicates a substantial disparity.

Figure F-11. Comparison of actual business ownership rates to simulated rates for Baton Rouge workers in the other services industry in the Baton Rouge MSA, 2013–2017

| Group | Self-employment rate | | Disparity index (100 = parity) |
|---------------------------|----------------------|-----------|-----------------------------------|
| | Actual | Benchmark | |
| Non-Hispanic white female | 21.7 % | 30.8 % | 70 |

Note: As the benchmark figure can only be estimated for records with an observed (rather than imputed) dependent variable, comparison is made with only this subset of the sample. For this reason, actual self-employment rates may differ slightly from those in Figure F-2.

Disparity index calculated as actual/benchmark rate, multiplied by 100.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata samples. The 2013–2017 raw data extract was obtained through the IPUMS program of the MN Population Center:
<http://usa.ipums.org/usa/>.

Summary of Business Ownership in the Baton Rouge Metropolitan Statistical Area

There would be more women-owned firms in the Baton Rouge MSA but for disparities in business ownership rates.

- There were statistically significant disparities in business ownership rates for women working in the construction industry in 2013–2017. After statistically controlling for factors including education, age, family status and homeownership, statistically significant disparities in business ownership rates persisted for women. Disparities were substantial.
- There was a statistically significant disparity in the business ownership rate for females working in the Baton Rouge MSA goods industry. This disparity persisted in the statistical model that accounted for other personal characteristics. The disparity was substantial.
- There was also a statistically significant disparity in the business ownership rate for women working in the Baton Rouge MSA other services industry, which persisted after additional statistical modeling. The disparity was substantial.

APPENDIX G.

Access to Capital for Business Formation and Success

Access to capital is one factor that researchers have examined when studying business formation and success. If race- or gender-based discrimination exists in capital markets, minorities and women may have difficulty acquiring the capital necessary to start, operate or expand businesses.^{1, 2} Researchers have also found that the amount of start-up capital can affect long-term business success and, on average, minority- and women-owned businesses appear to have less start-up capital than non-Hispanic white-owned businesses and male-owned businesses.³ For example:

- In 2012, 25 percent of white-owned businesses that responded to a national U.S. Census Bureau survey indicated that they had start-up capital of \$25,000 or more.⁴
- Only 12 percent of African American-owned businesses indicated a comparable amount of start-up capital, and disparities in start-up capital were identified for every other minority group except Asian Americans.
- Fifteen percent of female-owned businesses reported start-up capital of \$25,000 or more compared with 27 percent of male-owned businesses (not including businesses that were equally owned by men and women).

Race- or gender-based discrimination affecting availability of start-up capital can have long-term consequences, as can discrimination in access to business loans after businesses have already been formed.⁵ Therefore, any discrimination in the traditional means of obtaining start-up capital (e.g., access to credit markets, the ability to obtain a business loan, and having equity in a home and the ability to borrow against that equity) could also have long-term impacts on business ownership and success. Lack of access to credit, housing discrimination markets and discrimination in mortgage lending that occurred decades ago could all have lasting effects today for current or potential business owners.

Appendix G presents information about start-up capital and business credit markets. It also provides information on homeownership and mortgage lending, because home equity is often an important source of capital to start and expand businesses.

¹ Fairlie, R. W., & Robb, A. (2010). *Disparities in Capital Access between Minority and Non-Minority-Owned Businesses: The Troubling Reality of Capital Limitations Faced by MBEs*. U.S. Department of Commerce.

² Fairlie, R. W., & Robb, A. (2010). *Race and Entrepreneurial Success: Black-, Asian-, and White-Owned Businesses in the United States*. Cambridge, MA: MIT Press.

³ *Ibid.*

⁴ United States Census Bureau. (2012). *2012 Survey of Business Owners*. [Data file]. Retrieved from https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=SBO_2007_00CSCB16&prodType=table

⁵ Fairlie, R. W., & Robb, A. (2010). *Race and Entrepreneurial Success: Black-, Asian-, and White-Owned Businesses in the United States*. Cambridge, MA: MIT Press.

Start-up Capital

The study team analyzed financing patterns, with a focus on sources of start-up capital, to explore differences across race/ethnicity and gender.

Sources of start-up capital. The most common sources of capital used to start or acquire a business according to the U.S. Census Bureau include:

- Personal/family savings of owner(s);
- Personal/family assets other than savings of owner(s);
- Personal/family home equity loan;
- Personal credit card(s) carrying balances;
- Business credit card(s) carrying balances;
- Business loan from federal, state or local government;
- Government-guaranteed business loan from a bank or financial institution;
- Business loan from a bank or financial institution;
- Business loan/investment from family/friends;
- Investment by venture capitalist(s); and
- Grants.

In August 2016, much of Louisiana was affected by an extremely destructive flood. Louisiana Economic Development (LED) estimated the flood's total damage to be over \$8.7 billion. This included considerable damage to personal assets, including about \$1.3 billion in damage to residential housing contents, \$3.8 billion in damage to residential housing structures, an estimated \$379 million lost due to automobile damage, and more.⁶ Such substantial loss in assets likely limited the amount of start-up capital available for potential business owners. Note that because it occurred in August 2016, the flood's full effect on businesses and start-up capital may not be reflected in 2016 data.

Personal and/or family savings of the owner are the main sources of capital used to start or acquire a business among all groups surveyed according to the U.S. Census Bureau's 2016 Annual Survey of Entrepreneurs (ASE).⁷ The following national trends were also identified by the 2016 ASE:

- Female-owned employer businesses were more likely than male-owned employer businesses to report using personal and/or family savings for start-up capital (67% and 65%, respectively).

⁶ Terrell, D. (2006), *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development. Retrieved from <https://www.opportunitylouisiana.com/led-news/news-releases/news/2016/09/09/led-assesses-flood-impact-continues-recovery-effort>

⁷ The Annual Survey of Entrepreneurs provides economic and demographic data of all businesses with employees with receipts of \$1,000 or more by ethnicity, race and gender. This differs from the U.S. Census Bureau's Survey of Business Owners which collects data on employer businesses and nonemployer businesses with receipts of \$1,000 or more. ASE data from 2016 are the most recent data available.

- Asian American-owned employer businesses were most likely to use personal/family savings as a source of start-up capital (73%), followed by Native Hawaiian and other Pacific Islander-owned employer businesses (72%), Hispanic American-owned employer businesses (72%) and African American-owned employer businesses (70%).
- Non-Hispanic white-owned employer businesses were the least likely to use the personal/family savings of the owners for start-up capital (64%) followed by American Indian- and Alaska Native-owned employer businesses (68%).
- Veteran-owned employer businesses (66%) were as likely as non-veteran-owned employer firms (66%) to use the business owner's personal/family savings for start-up capital.

Some noteworthy national trends regarding the use of credit cards as a source of start-up capital were also identified by the 2016 ASE:

- Female-owned employer businesses (11%) were more likely to use personal credit cards as a source of start-up capital compared with male-owned employer businesses (9%).
- About 15 percent of African American-, American Indian- and Alaska Native-owned employer businesses used personal credit cards as a source of start-up capital, followed by Native Hawaiian and other Pacific Islander- (14%), and Hispanic American-owned employer businesses (12%).
- Nine percent of Asian American- and non-Hispanic white-owned employer businesses reported using personal credit cards as a source of start-up capital.
- About 9 percent of both veteran-owned and non-veteran-owned employer businesses used personal credit cards as a source of start-up capital.

Because credit card financing for debt is a more expensive source of debt-financing compared with business loans through financial institutions,⁸ women- and minority-owned employer businesses are adversely affected by their higher use of personal credit cards as a source of start-up capital.

Trends in wealth-holding. Given that personal and/or family savings was the most common source of start-up capital used to start or acquire a business, the study team examined recent trends in wealth-holding to gain a more comprehensive picture of the impact on women and minorities of using personal and/or family savings for start-up capital.

⁸ Robb, A. (2018). *Financing Patterns and Credit Market Experiences: A Comparison by Race and Ethnicity for U.S. Employer Firms* (Report No. SBAHQ-16-M-0175). Retrieved from U.S. Small Business Administration, Office of Advocacy website: https://www.sba.gov/sites/default/files/Financing_Patterns_and_Credit_Market_Experiences_report.pdf

Recent trends in wealth-holding indicate that in 2016, white households maintained the highest income and net worth levels, far surpassing the income and net worth levels of African American and Hispanic households.⁹ White households were less likely to have zero or negative net worth and had more assets than African American and Hispanic households.¹⁰ White households also had greater mean net housing wealth than African American and Hispanic households.¹¹ Figure G-1 provides household financial data by race/ethnicity for 2016.

All minority groups except for Asian Americans had lower levels of household wealth compared to whites. Given the heavy dependence upon personal and/or family savings of the owner as the main source of start-up capital, lower levels of wealth among minorities may result in difficulty acquiring the capital necessary to start, operate or expand businesses.

Figure G-1.
U.S. household financial data by race/ethnicity for 2016 (dollars or percent)

| | White | African American | Hispanic American |
|---|------------|------------------|-------------------|
| Income | | | |
| Median | \$ 61,200 | \$ 35,400 | \$ 38,500 |
| Mean | 123,400 | 54,000 | 57,300 |
| Net worth | | | |
| Median | \$ 171,000 | \$ 17,600 | \$ 20,700 |
| Mean | 933,700 | 138,200 | 191,200 |
| Percent of families with zero or negative net worth | 9.0 % | 19.0 % | 13.0 % |
| Assets (percent of families with...) | | | |
| Primary residence | 73.0 % | 45.0 % | 46.0 % |
| Retirement accounts | 60.0 | 34.0 | 30.0 |
| Business equity | 15.0 | 7.0 | 6.0 |
| Wealth from housing (for homeowners) | | | |
| Percent of assets in housing | 32.0 % | 37.0 % | 39.0 % |
| Mean net housing wealth | \$ 215,800 | \$ 94,400 | \$ 129,800 |

Source: Dettling, L. J., Hsu, J. W., Jacobs, L., Moore, K. B., Thompson, J. P., & Llanes, E. (2017). *Recent Trends in Wealth-Holding by Race and Ethnicity: Evidence from the Survey of Consumer Finances*. Retrieved from Board of Governors of the Federal Reserve System website: <https://doi.org/10.17016/2380-7172.2083>.

⁹ Dettling, L. J., Hsu, J. W., Jacobs, L., Moore, K. B., Thompson, J. P., & Llanes, E. (2017). *Recent Trends in Wealth-Holding by Race and Ethnicity: Evidence from the Survey of Consumer Finances*. Retrieved from Board of Governors of the Federal Reserve System website: <https://doi.org/10.17016/2380-7172.2083>

¹⁰ *Ibid.*

¹¹ *Ibid.*

The flood of August 2016 caused substantial damage to Baton Rouge and surrounding areas. Estimates of wealth, particularly regarding housing and other physical assets, are likely lower in the Baton Rouge area than trends found nationwide. Experts also suggest that minorities and other disadvantaged individuals may have been disproportionately affected by the flood.^{12, 13} As such, the flood may have increased disparities in wealth among minorities in the Baton Rouge area.

Business Credit

In addition to a heavy dependence upon personal and/or family savings as a source of start-up capital, businesses also rely on banks for start-up capital.¹⁴ The study team analyzed credit-market trends in the business loan industry to explore differences across race/ethnicity and gender that may lead to disparities in access to capital.

Trends in the business credit market may have been affected by the August 2016 flood, as substantial damage was done to assets, business profitability and other factors that may influence business credit. LED estimated that the flood caused over \$5 billion in damage to residential housing and nearly \$3 billion in direct damage to businesses (not including estimated losses of \$836 million due to business interruption).¹⁵ Some experts suggest that the flood disproportionately affected minorities and other disadvantaged groups.¹⁶

National trends in the 2016 ASE data likely do not reflect the full effects of the August 2016 flood. As such, disadvantaged individuals in Baton Rouge may face more barriers in the business credit market relative to non-Hispanic whites than indicated by national 2016 ASE data.

Credit market trends in the business loan industry. Data for employer businesses that secured business loans from a bank or financial institution are found in the 2016 ASE.¹⁷ In the state of Louisiana, 23 percent of all employer businesses reported securing a business loan from a bank or financial institution. Data by race, ethnicity, gender or veteran status are not available for individual states. Nationally, however, minority-owned businesses of any race/ethnicity (13%) were less likely than non-Hispanic white-owned firms (18%) to secure a business loan from a bank or financial institution.

¹² Upton, J. (2017, August 9). One Year After the Great Flood, Louisiana's Most Vulnerable Cope with the Losses. *Grist*.

¹³ Thomas, D. B. K., Phillips, B. D., Lovekamp, W. E., & Fothergill, A. (2013). *Social Vulnerability to Disasters*. Boca Raton, FL: CRC Press.

¹⁴ Robb, A. & Robinson, D. T. (2017). Testing for Racial Bias in Business Credit Scores. *Small Business Economics*, 50(3),429–443.

¹⁵ Terrell, D. (2006), *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development. Retrieved from <https://www.opportunitylouisiana.com/led-news/news-releases/news/2016/09/09/led-assesses-flood-impact-continues-recovery-effort>

¹⁶ Upton, J. (2017, August 9). One Year After the Great Flood, Louisiana's Most Vulnerable Cope with the Losses. *Grist*.

¹⁷ United States Census Bureau. (2016). 2016 Annual Survey of Entrepreneurs. [Data file]. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

As shown in Figure G-2, relatively more majority-owned employer businesses secured business loans from a bank or financial institution when compared with businesses owned by people of color. Similarly, relatively more male-owned employer businesses than woman-owned businesses obtained business loans from a bank or financial institution. Veterans were more likely than non-veterans to obtain business loans from a bank or financial institution.

Figure G-2
U.S. employer businesses that secured business loans from a bank or financial institution in 2016 by race, ethnicity, gender and veteran status

| | Percent of respondents |
|--|-------------------------------|
| Race | |
| African American | 12.6 % |
| American Indian and Alaska Native | 15.1 |
| Asian American | 14.5 |
| Native Hawaiian and other Pacific Islander | 14.0 |
| White | 17.2 |
| Ethnicity | |
| Hispanic American | 10.7 % |
| Non-Hispanic | 17.2 |
| Gender | |
| Female | 14.3 % |
| Male | 16.6 |
| Veteran status | |
| Veteran | 18.2 % |
| Non-veteran | 16.5 |
| All individuals | 16.5 % |

Source: U.S. Census Bureau Annual Survey of Entrepreneurs, 2016.

Data on whether a business needed additional financing and why the owner chose not to apply for a loan are also collected in the 2016 ASE. One of the top reasons why an owner chose not to apply was because the firm owner(s) believed that they would not be approved by a lender. In Louisiana, 1.1 percent of all firms reported not applying for additional financing because the owner believed they would not be approved by a lender. Nationally, 1.7 percent of firms reported not applying for financing for the same reason.

As results by race, ethnicity, gender and veteran status are not available for the state of Louisiana, Figure G-3 presents national results. Nationally, white- and non-Hispanic-owned firms were less likely to believe that they would not be approved by a lender compared to minority-owned firms. Of these groups, African American-owned firms were the most likely group to avoid additional financing due to fear that they would not be approved.

Female-owned firms (2.2%) were more likely to believe that they would not be approved by a lender when compared with male-owned firms (1.6%). Veterans (1.5%) were somewhat less likely than non-veterans (1.7%) to avoid additional financing because they thought the business would not be approved.

Figure G-3.
U.S. employer businesses that avoided additional financing in 2016 because they did not think the business would be approved by lender

| | Percent of respondents |
|--|-------------------------------|
| Race | |
| African American | 6.2 % |
| American Indian and Alaska Native | 3.9 |
| Asian American | 2.0 |
| Native Hawaiian and other Pacific Islander | 1.9 |
| White | 1.6 |
| Ethnicity | |
| Hispanic American | 3.2 % |
| Non-Hispanic | 1.6 |
| Gender | |
| Female | 2.2 % |
| Male | 1.6 |
| Veteran status | |
| Veteran | 1.5 % |
| Non-veteran | 1.7 |
| All individuals | 1.7 % |

Source: U.S. Census Bureau Annual Survey of Entrepreneurs, 2016.

The 2016 ASE examines explanations given by employer firm owners for negative impacts on profitability. Figure G-4 provides these results by race, ethnicity, gender and veteran status. Minorities (14.8%) were far more likely than non-Hispanic whites (8.5%) to cite access to capital as negatively affecting their business.

Female- and minority-owned employer business owners were more likely to believe that access to financial capital had a negative impact on the profitability of their business when compared with male-, white- and non-Hispanic-owned employer businesses.

Figure G-4.
U.S. employer businesses that cited access to financial capital as negatively impacting the profitability of their business in 2016

| | Percent of respondents |
|--|------------------------|
| Race | |
| African American | 22.3 % |
| American Indian and Alaska Native | 17.0 |
| Asian American | 13.3 |
| Native Hawaiian and other Pacific Islander | 19.6 |
| White | 8.9 |
| Ethnicity | |
| Hispanic American | 15.1 % |
| Non-Hispanic | 9.3 |
| Gender | |
| Female | 10.0 % |
| Male | 9.6 |
| Veteran status | |
| Veteran | 9.0 % |
| Non-veteran | 9.7 |
| All individuals | 9.5 % |

Source: U.S. Census Bureau Annual Survey of Entrepreneurs, 2016.

In sum, minority- and female-owned employer businesses were less likely to secure business loans from a bank or financial institution, more likely to not apply for additional financing because firm owners believed that they would not be approved, and more likely to cite access to financial capital as having a negative impact on profitability. These less than favorable credit market indicators may result in difficulty acquiring the capital necessary to start, operate or expand businesses for people of color and women.

ASE data indicate that veterans did not experience similar barriers within the credit market. When compared with firms owned by non-veterans, veteran-owned businesses were more likely to secure business loans, less likely to avoid additional financing due to fear of not being approved and were less likely to cite access to capital as negatively impacting their business.

Small business loan growth rates must also be considered when addressing credit-market trends in the business loan industry. Following the financial crisis years of 2009–2011, small business lending remained relatively weak and the small-business loan market has shown little recovery.¹⁸ In fact, at large banks, post financial-crisis lending disproportionately went to large businesses, and bank

¹⁸ Cole, R. (2018). *How Did Bank Lending to Small Business in the United States Fare After the Financial Crisis?* (Report No. SBAHQ-15-M-0144). Retrieved from U.S. Small Business Administration, Office of Advocacy website: <https://www.sba.gov/sites/default/files/439-How-Did-Bank-Lending-to-Small-Business-Fare.pdf>

lending to small businesses decreased by nearly \$100 billion from 2008 to 2016.¹⁹ This decrease in small business lending coupled with unfavorable financing patterns and credit market trends in the business loan industry can create an environment where minorities and women may have difficulty acquiring the capital necessary to start, operate or expand businesses.

2003 Survey of Small Business Finances (SSBF). Conducted by the U.S. Federal Reserve Board of Governors, the 2003 SSBF collected information on business owners including:

- Information on firm and owner characteristics;
- An inventory of small businesses' use of financial services and of their financial service suppliers;
- Income and balance sheet information;
- Demographic characteristics for up to three individual owners;
- Information on the use of nonstandard work arrangements; and
- Details on the use of credit and debit card processing.

The SSBF records the geographic location of businesses by Census Division, not by city, county or state. The West South Central Division (or WSC region) includes Arkansas, Louisiana, Oklahoma and Texas. The WSC region is the level of geographic detail most specific to Baton Rouge, and 2003 is the most recent information available from the SSBF as the survey was discontinued after that year.

Unlike previous surveys, the 2003 SSBF provides data on firm-level measurement of characteristics such as race, ethnicity, gender and ownership concentration. In addition, the 2003 SSBF is the most comprehensive national source of credit characteristics of small businesses (those with fewer than 500 employees). The 2003 SSBF surveyed 4,072 representative firms that were operating at the end of 2003.²⁰

The SSBF collected information about access to capital for businesses including loan denial rates, businesses that did not apply for a loan due to fear of denial, loan values and interest rates. Results from the 2003 SSBF indicate disparities for some minorities and females within these categories. These results are largely consistent with analysis of 2016 ASE data.

Loan denial rates. The 2003 SSBF included information about rates of loan denial. Within the WSC region, the loan denial rate for minorities and women in 2003 (17%) was more than eight times that of non-minority male-owned businesses (2%). Because of a small sample size in the WSC region, the SSBF did not present data by race/ethnicity.

Nationally, SSBF data indicated that African American-owned businesses (51%) had loan denial rates much higher than for companies owned by non-Hispanic white males (8%). This difference was statistically significant. After statistically controlling for race- and gender-neutral factors including various firm characteristics, the firm's credit and financial health, and business owner characteristics,

¹⁹ *Ibid.*

²⁰ The Federal Reserve Board. (2003). *2003 Survey of Small Business Finances*. [Data file]. Retrieved from <https://www.federalreserve.gov/pubs/oss/oss3/ssbf03/ssbf03home.html#ssbf03dat>

businesses owned by African Americans in the U.S. were more likely to have their loans denied than other businesses.

Businesses owned by Asian Americans (12%), Hispanic Americans (16%), Native Americans (22%) and non-Hispanic white females (11%) had higher loan denial rates when compared with businesses owned by non-Hispanic white males. These differences were not statistically significant and did not persist after controlling for various race- and gender-neutral factors.

Applying for loans. The 2003 SSBF also included a question that gauged whether a business owner did not apply for a loan due to fear of loan denial. In the WSC region, minority- and women-owned businesses that reported needing loans (32%) were more likely than non-Hispanic white-owned firms (15%) to report that they did not apply for those loans because of fear of loan denial. This difference was statistically significant. As with loan denial rates, responses for individual race/ethnicity and gender group are not available within the WSC region due to small sample size.

Nationwide, businesses owned by African Americans (47%), Asian Americans (19%), Hispanic Americans (29%), Native Americans (30%) and non-Hispanic white females (22%) were more likely to forgo applying for business loans due to fear of loan denial when compared with non-Hispanic white male business owners (14%). Except for Asian American business owners, differences between all other racial and gender groups and non-Hispanic white males were statistically significant.

After statistically controlling for various race- and gender-neutral factors for the firm and firm ownership, African American- and non-Hispanic white female-owned businesses were more likely to forgo applying for a loan due to fear of denial. These results were statistically significant.

Loan values. Data regarding loan values for businesses that received loans were also included in the 2003 SSBF. Among firms that received loans in the WSC region, minority- and women-owned firms had lower average loan amounts when compared with majority-owned firms (\$96,000 and \$356,000, respectively).

This result was also seen nationwide, with non-Hispanic white male owned firms (\$375,000) receiving higher loan values on average than minority- and women-owned firms (\$161,000). Disparities within the WSC region and nationwide were statistically significant.

Interest rates. According to national 2003 SSBF data, minority- and female-owned businesses were issued loans with a higher interest rate on average than majority-owned businesses (7.5% and 6.4%, respectively). This difference was statistically significant. After accounting for various race- and gender-neutral business and business owner characteristics, statistically significant disparities persisted among African American- and Hispanic American-owned firms. African American-owned businesses received loans with interest rates approximately 2 percentage points higher than non-Hispanic white male-owned businesses, while businesses owned by Hispanic Americans received loans with interest rates approximately 1 percentage point higher than majority-owned businesses.

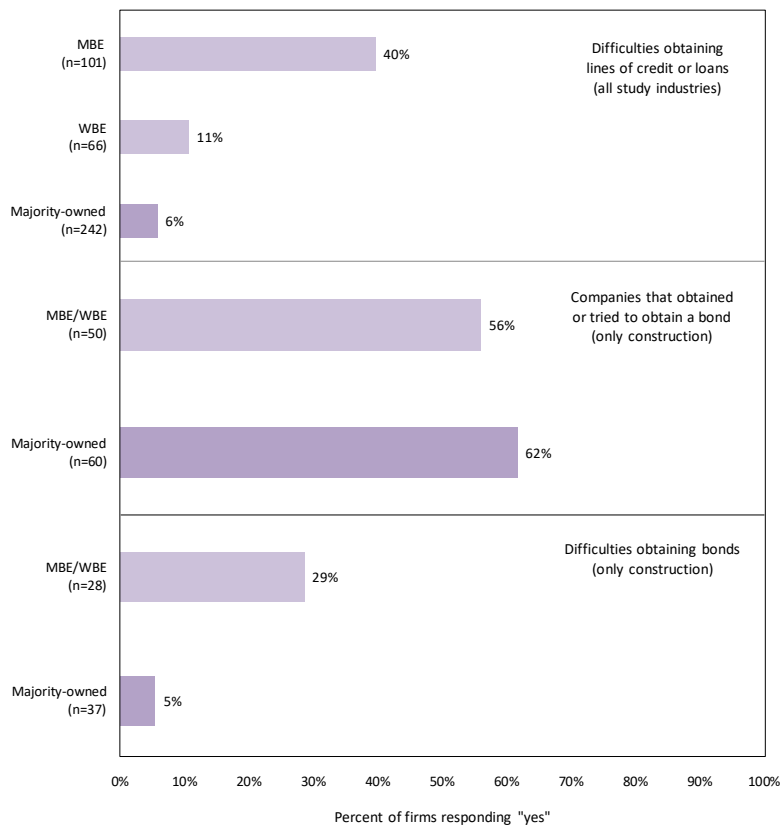
Although minorities and females were issued loans with a higher interest rate on average (7.1%) than non-Hispanic white males (6.7%) within the WSC region, the difference was not statistically significant.

Results from the Keen Independent 2019 availability interviews with firms in the Baton Rouge study industries. At the close of the 2019 availability interviews, the study team asked about potential barriers or difficulties firms within the Baton Rouge Metropolitan Statistical Area (MSA) might have experienced in the Baton Rouge marketplace. The series of questions was introduced with the following statement: “Finally, we’re interested in whether the company has experienced barriers or difficulties associated with business start-up or expansion, or with obtaining work. Think about your experiences in the past five years as you answer these questions.” Respondents were then asked about specific potential barriers or difficulties.

For each potential barrier, the study team examined whether responses differed between minority-, women- and majority-owned firms. Figure G-5 presents results for questions related to access to capital for all study industries and bonding for the construction industry.

The first question was, “Has your company experienced any difficulties in obtaining lines of credit or loans?” As shown in figure G-5, 40 percent of MBEs and 11 percent of WBEs reported difficulties obtaining lines of credit or loans. Only 6 percent of majority-owned firms reported similar difficulties.

Figure G-5.
Responses to availability interview questions concerning loans and bonding, Baton Rouge MSA MBE, WBE and majority-owned owned firms



Source: Keen Independent Research from 2019 availability survey.

To research whether bonding presented a barrier for Baton Rouge MSA construction businesses, Keen Independent asked firms completing availability interviews:

- “Has your company obtained or tried to obtain a bond for a project or contract?”
- [and if so] “Has your company had any difficulties obtaining bonds needed for a project or contract?”

Among construction firms receiving or attempting to receive a bond, more MBE/WBEs reported difficulties receiving a bond when compared with majority-owned firms (29% and 5%, respectively). (Responses for white women-owned firms were combined with minority-owned businesses because of the small number of WBE respondents who had attempted to obtain a bond.)

Homeownership and Mortgage Lending

The study team also analyzed homeownership and the mortgage lending market to explore differences across race/ethnicity and gender that may lead to disparities in access to capital.

Homeownership. There is a strong positive correlation between the likelihood of starting a new business and home equity value.²¹ Wealth created through homeownership can be an important source of capital to start or expand a business.²² In sum:

- Homeownership is a tool for building wealth;²³
- More personal wealth provides additional options for financing because higher wealth enables both self-financing and wealth leveraging via borrowing from the equity in one’s home;²⁴
- Business owners tend to use home equity to finance business investments, confirming that home equity is an efficient means of business financing;²⁵ and
- Wealth inequality results in a decreased rate of homeownership among women and minorities.

²¹ Corradin, S., & Popov, A. (2015). House Prices, Home Equity Borrowing, and Entrepreneurship. *The Review of Financial Studies*, 28(8), 2399–2428.

²² The housing and mortgage crisis beginning in late 2006 has substantially impacted the ability of small businesses to secure loans through home equity. Later in Appendix G, Keen Independent discusses the consequences of the housing and mortgage crisis on small businesses and MBE/WBEs.

²³ McCabe, B. J. (2018). Why Buy a Home? Race, Ethnicity, and Homeownership Preferences in the United States. *Sociology of Race and Ethnicity*, 4(4), 452–472.

²⁴ Bates, T., Bradford, W., & Jackson, W. E. (2018). Are Minority-Owned Businesses Underserved by Financial Markets? Evidence from the private-equity industry. *Small Business Economics*, (50)3, 445–461.

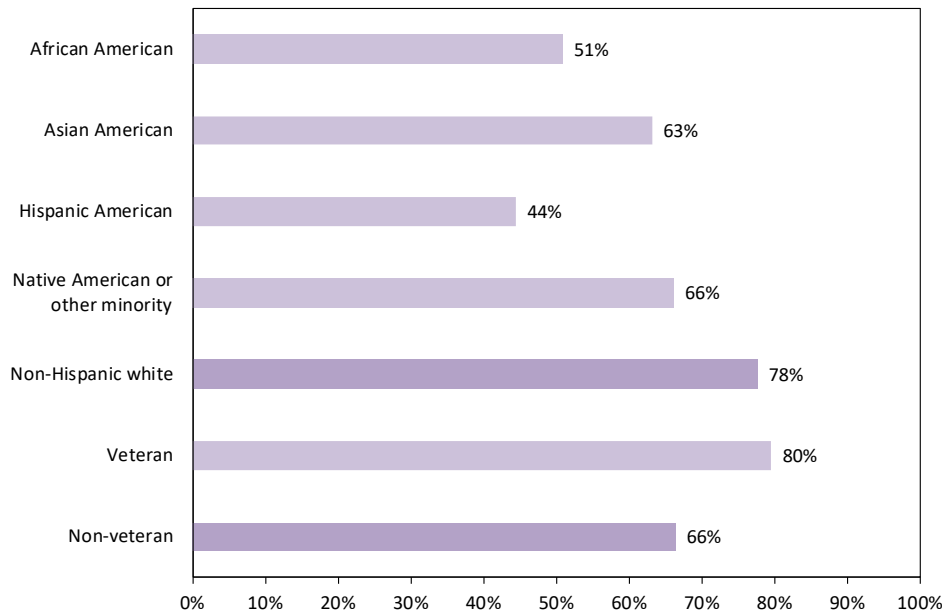
²⁵ Corradin, S., & Popov, A. (2015). House Prices, Home Equity Borrowing, and Entrepreneurship. *The Review of Financial Studies*, 28(8), 2399–2428.

Therefore, barriers to homeownership and creation of home equity for minorities and women can affect business opportunities. Similarly, barriers to accessing home equity through home mortgages can also affect available capital for new or expanding businesses. The study team analyzed homeownership rates, home values and the home mortgage market for 2013–2017 in Baton Rouge. Because the August 2016 flood, which caused an estimated \$3.8 billion in damage to housing structures,²⁶ happened near the end of the study period, the analysis may not accurately reflect the full effect of the flood on homeownership rates and home values in Baton Rouge.

Homeownership rates. Many studies have documented past discrimination in the national housing market. The United States has a history of restrictive real estate covenants and property laws that affect the ownership rights of minorities and women.²⁷ For example, in the past, white southerners refused to sell land to African Americans.²⁸

The study team used 2013–2017 American Community Survey (ACS) data to examine homeownership rates in the Baton Rouge MSA. Figure G-6 presents homeownership rates for minority groups and non-Hispanic whites.²⁹

Figure G-6.
Percentage of Baton Rouge MSA households that are homeowners, 2013–2017



Note: *, ** Denote that the difference in proportions between the minority group and non-Hispanic whites for the given Census/ACS year is statistically significant at the 90% and 95% confidence level, respectively.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata sample. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

²⁶ Terrell, D., Ph.D. *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development.

²⁷ Baradaran, M. (2017). *The Color of Money: Black banks and the racial wealth gap*. London: The Belknap Press of Harvard University Press.

²⁸ *Ibid.*

As shown in Figure G-6, more than three-quarters of non-Hispanic white households in the Baton Rouge MSA were homeowners. Statistically significant disparities in homeownership rates between racial/ethnic minorities and non-minorities were apparent in 2013 through 2017.

- About one-half (51%) of African American households were homeowners, compared to 78 percent of non-Hispanic white households;
- About 44 percent of Hispanic American households were homeowners;
- The homeownership rate for Asian Americans was 63 percent; and
- About 66 percent of Native American and other minority households owned homes.

Veterans (80%) had home ownership rates substantially higher than those of non-veterans (66%).

Keen Independent also examined whether persons with disabilities owned homes at similar rates when compared with all others. There was no statistically significant difference in homeownership rates (not shown in Figure G-6).

Lower rates of homeownership may reflect lower incomes for people of color in the Baton Rouge MSA. That relationship may be self-reinforcing, as low wealth puts individuals at a disadvantage in becoming homeowners, which has historically been a path to building wealth. For example, the probability of homeownership is considerably lower for African Americans than it is for comparable non-Hispanic whites throughout the United States.³⁰

Home values. Research has shown that housing capital gains encourage transitions into self-employment.³¹ Using 2013 through 2017 ACS data, the study team compared median home values by target group. Figure G-7 presents median home values by group in the Baton Rouge MSA in 2013 through 2017.

African Americans (\$115,000), Hispanic Americans (\$150,000) and Native Americans and other minorities (\$150,000) had lower median home values than non-Hispanic whites (\$180,000) in the Baton Rouge MSA. On average, Asian Americans owned homes of greater value than non-Hispanic whites (\$200,000).

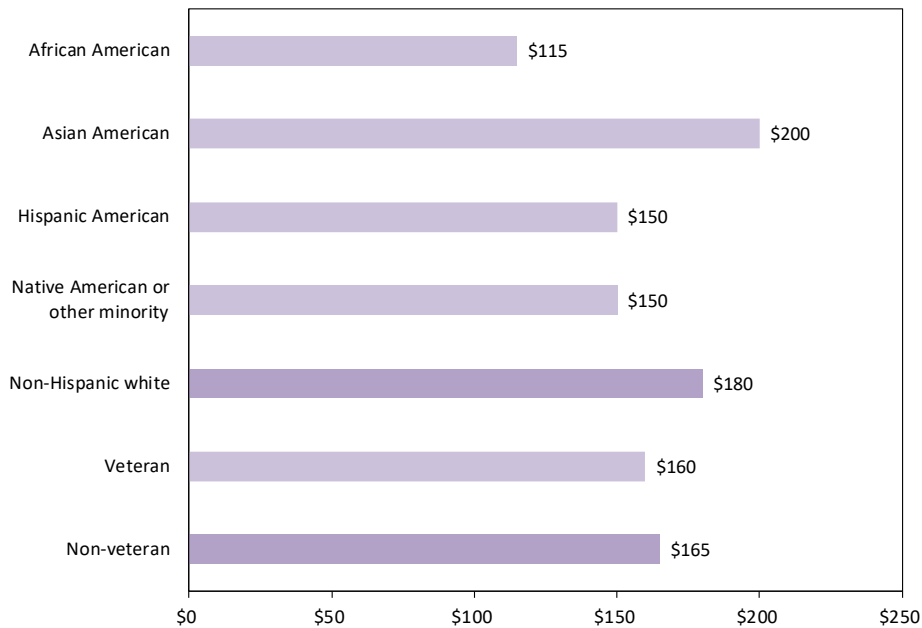
Veterans (\$160,000) had about the same median home value as non-veterans (\$165,000).

Not shown in Figure G-7, persons with disabilities (\$125,000) had lower median home values than all others (\$175,000).

³⁰ Board of Governors of the Federal Reserve System. (2017). Residential Mortgage Lending in 2016: Evidence from the Home Mortgage Disclosure Act. *Federal Reserve Bulletin*, 103(6).

³¹ Harding, J., & Rosenthal, S. S. (2017). Homeownership, Housing Capital Gains and Self-Employment. *Journal of Urban Economics*, 99, 120–135.

Figure G-7.
Median home values in Baton Rouge MSA, 2013–2017, thousands



Note: The sample universe is all owner-occupied housing units.

Source: Keen Independent Research from 2013–2017 ACS Public Use Microdata sample. The 2013–2017 ACS raw data extracts were obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Mortgage lending. Minorities may be denied opportunities to own homes, to purchase more expensive homes, or to access equity in their homes if they are discriminated against when applying for home mortgages. For example, Bank of America paid \$335 million to settle allegations that its Countrywide Financial unit discriminated against African American and Hispanic American borrowers between 2004 and 2008. The case was brought by the Securities and Exchange Commission after finding evidence of “statistically significant disparities by race and ethnicity” among Countrywide Financial customers.³²

³² Savage, C. (2011, December 21). \$335 Million Settlement on Countrywide Lending Bias. *The New York Times*. Retrieved March 1, 2018, from <http://www.nytimes.com/2011/12/22/business/us-settlement-reported-on-countrywide-lending.html>

The study team explored market conditions for mortgage lending in the Baton Rouge MSA. The best available source of information concerning mortgage lending is Home Mortgage Disclosure Act (HMDA) data, which contain information on mortgage loan applications that financial institutions, savings banks, credit unions and some mortgage companies receive.³³ Those data include information about the location, dollar amount and types of loans made, as well as race/ethnicity, income and credit characteristics of all loan applicants. The data are available for home purchases, loan refinances and home improvement loans.

The study team examined HMDA statistics provided by the Federal Financial Institutions Examination Council (FFIEC) for 2013 and 2017. There were 7,190 lending institutions included in the 2013 data.³⁴ By 2017 however, this number fell to 5,852 lenders.³⁵

Mortgage denials. The study team examined mortgage denial rates on conventional loan applications made by high-income households. Conventional loans are loans that are not insured by a government program. High-income applicants are those households with 120 percent or more of the U.S. Department of Housing and Urban Development (HUD) area median family income.³⁶ Loan denial rates are calculated as the percentage of mortgage loan applications that were denied, excluding applications that the potential borrowers terminated and applications that were closed due to incompleteness.³⁷

Figure G-8 presents loan denial results for high-income households in the Baton Rouge MSA in 2013 and 2017. For both years, about 8 percent of mortgage applications from high-income white households were denied.

African American, Hispanic American and other minority high-income applicants faced higher loan denial rates compared with non-Hispanic white applicants in both years (2013 and 2017). The denial rate for Asian American high-income applicants in 2013 was higher than that for non-Hispanic white applicants and lower in 2017.

³³ Depository institutions were required to report 2017 HMDA data if they had assets of more than \$44 million on the preceding December 31 (\$42 million for 2013), had a home or branch office in a metropolitan area, and originated at least one home purchase or refinance loan in the reporting calendar year. Non-depository mortgage companies were required to report HMDA if they are for-profit institutions, had home purchase loan originations (including refinancing) either a.) exceeding 10 percent of all loan obligations originations in the past year or b.) exceeding \$25 million, had a home or branch office located in an MSA (or receive applications for, purchase or originated five or more home purchase loans mortgages in an MSA), and either had more than \$10 million in assets or made at least 100 home purchase or refinance loans in the preceding calendar year.

³⁴ Bhutta, N., Ringo, D. R. (2015). The 2013 Home Mortgage Disclosure Act Data. *Federal Reserve Bulletin*.

³⁵ Consumer Financial Protection Bureau. (2018). FFIEC Announces Availability of 2017 Data on Mortgage Lending. Retrieved from <https://www.consumerfinance.gov/about-us/newsroom/ffiec-announces-availability-2017-data-mortgage-lending/>

³⁶ Median family income for the Baton Rouge MSA was about \$65,000 in 2013 and \$68,000 in 2017. Source: FFIEC Census and FFIEC estimated MSA/MD median family income for the 2013 and 2017 CRA/HMDA reports.

³⁷ For this analysis, loan applications are considered to be applications for which a specific property was identified, thus excluding preapproval requests.

Figure G-8.
Denial rates of
conventional purchase
loans to high-income
households in Baton Rouge
MSA, 2013 and 2017

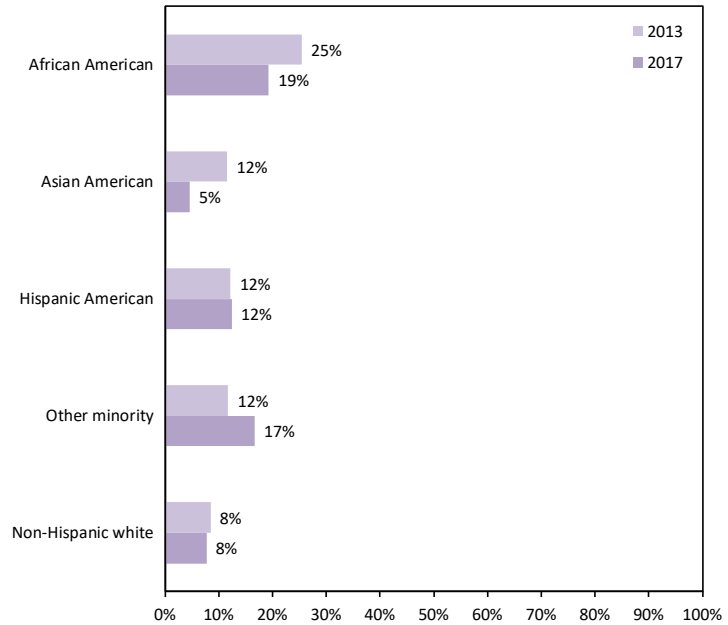
Note:

High-income borrowers are those households with 120% or more than the HUD area median family income (MFI).

Because of small sample size, "other minority" includes Native Americans and Native Hawaiians or other Pacific Islanders.

Source:

FFIEC HMDA data 2013 and 2017.



Subprime lending. Loan denial is only one of several ways minorities might be discriminated against in the home mortgage market. Mortgage lending discrimination can also occur through higher fees and interest rates. Subprime lending provides a unique example of such types of discrimination through fees associated with various loan types.

Until recent years, one of the fastest growing segments of the home mortgage industry was subprime lending. From 1994 through 2003, subprime mortgage activity grew by 25 percent per year and accounted for \$330 billion of U.S. mortgages in 2003, up from \$35 billion a decade earlier. In 2006, subprime loans represented about one-fifth of all mortgages in the United States.³⁸

With higher interest rates than prime loans, subprime loans were historically marketed to customers with blemished or limited credit histories who would not typically qualify for prime loans. Over time, subprime loans also became available to homeowners who did not want to make a down payment, did not want to provide proof of income and assets, or wanted to purchase a home with a cost above that for which they would qualify from a prime lender.³⁹ Because of higher interest rates and additional costs, subprime loans affected homeowners' ability to grow home equity and increased their risks of foreclosure. Fair-lending enforcement mechanisms have historically tended to overlook disparate impact and treatment and shielded some lenders with discriminating practices from investigations.⁴⁰

³⁸ Avery, B., Brevoort, K. P., & Canner, G. B. (2007). The 2006 HMDA Data. *Federal Reserve Bulletin*, A73–A109.

³⁹ Gerardi, S., & Willen, P. (2008). *Subprime Outcomes: Risky Mortgages, Homeownership Experiences, and Foreclosure* (Working Paper No. 07–15). Boston, MA: Federal Reserve Bank of Boston. Retrieved from Federal Reserve Bank of Boston website: <https://www.bostonfed.org/publications/research-department-working-paper/2007/subprime-outcomes-risky-mortgages-homeownership-experiences-and-foreclosures.aspx>

⁴⁰ Ross, S. L., & Yinger, J. (2002). *The Color of Credit: Mortgage Discrimination, Research Methodology, and Fair-Lending Enforcement*. Cambridge, MA: MIT Press.

Although there is no standard definition of a subprime loan, there are several commonly used approaches to examining rates of subprime lending. The study team used a “rate-spread method” — in which subprime loans are identified as those loans with substantially above-average interest rates — to measure rates of subprime lending in 2013 and 2017.⁴¹ Because lending patterns and borrower motivations differ depending on the type of loan being sought, the study team separately considered home purchase loans and refinance loans. Patterns in subprime lending did not differ substantially between the different types of loans.

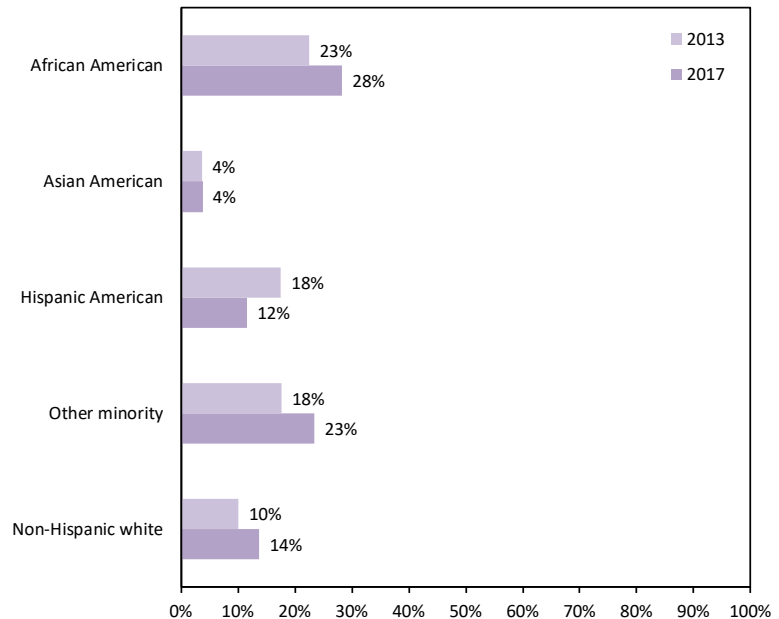
Figure G-9 shows the percent of conventional home purchase loans that were subprime in the Baton Rouge MSA, based on 2013 and 2017 HMDA data.

- African American borrowers and other minority borrowers were more likely to receive subprime home purchase loans than non-Hispanic whites in both years.
- Hispanic American borrowers in 2013 were more likely than non-Hispanic whites to receive subprime home purchase loans.
- Asian American borrowers were less likely to receive subprime home purchase loans than white non-Hispanic borrowers in both years.

Figure G-9.
Percent of conventional home purchase loans in Baton Rouge MSA that were subprime, 2013 and 2017

Note:
Because of small sample size, “other minority” includes Native Americans and Native Hawaiians or other Pacific Islanders.

Source:
FFIEC HMDA data 2013 and 2017.



⁴¹ Prior to October 2009, first lien loans were identified as subprime if they had an annual percentage rate (APR) that was 3.0 percentage points or greater than the federal treasury security rate of like maturity. As of October 2009, rate spreads in HMDA data were calculated as the difference between APR and Average Prime Offer Rate, with subprime loans defined as 1.5 percentage points of rate spread or more. The study team identified subprime loans according to those measures in the corresponding time periods.

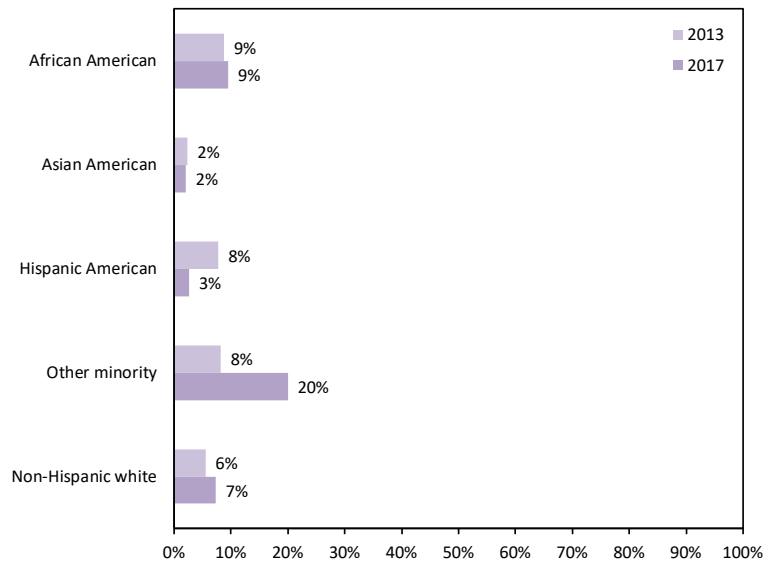
Figure G-10 examines the percentage of conventional home refinance loans that were subprime in the Baton Rouge MSA in 2013 and 2017.

In the Baton Rouge MSA, patterns in the use of subprime loans for home refinance were similar to those for home purchase loans. Compared to non-Hispanic white borrowers, African American borrowers were more likely to have subprime conventional refinance loans in both years. Hispanic Americans were more likely to have subprime refinance loans in 2013 when compared with non-Hispanic whites. In both years Asian Americans had the lowest rate of home refinance loans that were subprime.

Figure G-10.
Percent of conventional refinance loans in Baton Rouge MSA that were subprime, 2013 and 2017

Note:
 Because of small sample size, "other minority" includes Native Americans and Native Hawaiians or other Pacific Islanders.

Source:
 FFIEC HMDA data 2013 and 2017.



Additional research. Several studies have examined disparities in the path to homeownership for minorities in the presence of other influences. For example:

- A study that analyzed more than two million home sale transactions over the course of 18 years in four major metropolitan areas — Chicago, Baltimore/Maryland, Los Angeles and San Francisco — showed that African American and Hispanic American buyers pay more for the price of their house than their white counterparts in almost every purchase scenario.⁴²
- Researchers found that between 1999 and 2011, socioeconomic and demographic factors could only partially explain the gap in homeownership that existed between white and African American homeowners, and that discrimination in the mortgage process was a likely explanation.⁴³

⁴² Bayer, C., Casey, M., Ferreira, F., & McMillan F. (2017). Racial and Ethnic Price Differentials in the Housing Market. *Journal of Urban Economics*, 102, 91–105.

⁴³ Fuller, C. (2015). *Race and Homeownership: How Much of the Differences are Explainable by Economics Alone?* Retrieved from Zillow Research website: <https://www.zillow.com/research/racial-homeownership-differences-10155/>

- Results of a mystery-shopping field study conducted at several national banks in a major metropolitan U.S. city showed that minority loan applicants were provided less comprehensive information about financing options, required to provide more information to apply for a loan and received less encouragement and assistance compared to white potential loan applicants.⁴⁴
- An analysis of U.S. Survey of Consumer Finance data shows that African American borrowers on average pay about 29 basis points more in interest on mortgage loans than comparable white borrowers.⁴⁵

Some evidence suggests that lenders sought out and offered subprime loans to individuals who often would not be able to pay off the loan, a form of “predatory lending.”⁴⁶ Furthermore, some research has found that many recipients of subprime loans could have qualified for prime loans.⁴⁷ Previous studies of subprime lending suggest that predatory lenders have disproportionately targeted minorities.⁴⁸ A 2018 study, for example, examined subprime mortgage loans in seven metropolitan areas across the country. The study found that African American borrowers were 103 percent more likely and Hispanic American borrowers were 78 percent more likely than white borrowers to receive a high-cost loan for home purchases, for both low- and high-risk borrowers and regardless of age.⁴⁹

A 2007 study released from the Federal Reserve Bank of Boston found that “homeownerships that begin with a subprime purchase mortgage end up in foreclosure almost 20 percent of the time, or more than six times as often as experiences that begin with prime purchase mortgages.”⁵⁰

Implications of the mortgage lending crisis. The ramifications of the mortgage lending crisis not only continue to substantially impact the ability of homeowners to secure capital through home mortgages to start or expand small businesses but have also created a nationwide retreat in dynamism in nearly every measurable respect.⁵¹ (Dynamism consists of the rate and scale at which the process of reallocating the economy’s resources across firms and industries according to their most productive use occurs.)

⁴⁴ Bone, S. A., Christensen, G. L., & Williams, J. D. (2014). Rejected, Shackled, and Alone: The Impact of Systemic Restricted Choice on Minority Consumers' Construction of Self. *Journal of Consumer Research*, 41(2), 451–474.

⁴⁵ Cheng, P., Lin, Z., & Liu, Y. (2015). Racial Discrepancy in Mortgage Interest Rates. *Journal of Real Estate Finance and Economics*, 51(1), 101-120.

⁴⁶ For example, Hull, N. R. (2017). Crossing the Line: Prime, subprime, and predatory lending. *Maine Law Review*, 61(1); Morgan, D. P. (2007). *Defining and Detecting Predatory Lending* (No. 273). Staff report, Federal Reserve Bank of New York.

⁴⁷ Faber, J. W. (2013). Racial Dynamics of Subprime Mortgage Lending at the Peak. *Housing Policy Debate*, 23(2), 328–349.

⁴⁸ Ibid; Been, V., Ellen, I., & Madar, J. (2009). The High Cost of Segregation: Exploring racial disparities in high-cost lending. *Fordham Urb. LJ*, 36, 361.

⁴⁹ Bayer, P., Ferreira, F., & Ross, S. (2018). What Drives Racial and Ethnic Differences in High-Cost Mortgages? The Role of High-Risk Lenders. *Review of Financial Studies*, 31(1), 175–205.

⁵⁰ Gerardi, K., Shapiro, A. H., & Willen, P. (2007). Subprime Outcomes: Risky mortgages, homeownership experiences, and foreclosures. Federal Reserve Bank of Boston Working Paper 07–15.

⁵¹ Economic Innovation Group. (2017). *Dynamism in Retreat: Consequences for Regions, Markets, and Workers*. Retrieved from the Economic Innovation Group website: <http://eig.org/wp-content/uploads/2017/07/Dynamism-in-Retreat-A.pdf>

- On July 19, 2017, Karen Kerrigan, President and CEO of the Small Business and Entrepreneurship (SBE) Council, testified before the U.S. House of Representatives Committee on Small Business that there has been a continuing dearth of entrepreneurial activity and substantial decline over the past ten years due to the financial crises, Great Recession and a weak economic recovery that continues to negatively influence the American psyche.⁵²
- According to research conducted by economists for the U.S. Federal Reserve System, loan origination activity remains well below pre-crisis levels.⁵³
- Startup rates have dropped for decades, but the effects of the Great Recession were so detrimental that firm deaths exceeded firm births for the first time in more than 40 years.⁵⁴
- Despite a progressive decline in new business formation, 117,300 more firms opened than closed on average each year from 1977 to 2007; however, firm deaths have outpaced firm births on average since 2008.⁵⁵
- Small firms suffer more during financial crises due to dependence on bank capital to fund growth.⁵⁶
- Every major survey identifies access to credit as a problem and top growth concern for small firms during the recovery, including surveys conducted by the National Federation of Independent Businesses (NFIB) and the Federal Reserve.⁵⁷
- Commercial and residential real estate — which represent two-thirds of the assets of small business owners and are frequently used as collateral for loans — were hit hard during the financial crisis, making small business borrowers less creditworthy today.⁵⁸

The repercussions of the mortgage-lending crisis coupled with the subsequent Great Recession have limited opportunities for homeowners with little home equity to obtain business capital through home mortgages. Furthermore, the increasing rates of default and foreclosure, especially for homeowners with subprime loans, reflect shrinking access to capital available through such loans.

⁵² *Reversing the Entrepreneurship Decline: Hearing before the Committee on Small Business*, House of Representatives, 115th Cong. Page 3 (2017) (testimony of Ms. Karen Kerrigan).

⁵³ Dore, T., & Mach, T. (2018). *Recent Trends in Small Business Lending and the Community Reinvestment Act*. Retrieved from the Board of Governors of the Federal Reserve System website: <https://www.federalreserve.gov/econres/notes/feds-notes/recent-trends-in-small-business-lending-and-the-community-reinvestment-act-20180102.htm>

⁵⁴ Economic Innovation Group. (2017). *Dynamism in Retreat: Consequences for Regions, Markets, and Workers*. Retrieved from the Economic Innovation Group website: <http://eig.org/wp-content/uploads/2017/07/Dynamism-in-Retreat-A.pdf>

⁵⁵ *Ibid.*

⁵⁶ Mills, K.G., & McCarthy, B. (2016). *The State of Small Business Lending: Innovation and Technology and the Implications for Regulation* (Working Paper 17-042). Cambridge, MA. Retrieved from Harvard Business School website: http://www.hbs.edu/faculty/Publication%20Files/17-042_30393d52-3c61-41cb-a78a-ebbe3e040e55.pdf

⁵⁷ *Ibid.*

⁵⁸ *Ibid.*

Those consequences are likely to have a disproportionate impact on minorities in terms of both homeownership and the ability to secure capital for business start-up and growth.

Redlining. Historically, redlining referred to mortgage lending discrimination against geographic areas based on racial or ethnic characteristics of a neighborhood.⁵⁹ Presently, the concept of redlining includes an examination of the availability of and access to credit in predominantly minority neighborhoods, and the credit terms offered within a lender's assessment area.⁶⁰

The practice of reverse redlining consists of extending high-cost credit. This discriminatory practice involves charging minority borrowers higher mortgage fee costs compared to white borrowers and was the subject of multiple lawsuits brought by the U.S. Department of Justice from the late 1990s through the early 2000s.⁶¹ As a result of reverse redlining, some researchers argue that mortgage discrimination has shifted from being an access to credit issue to being a discretionary pricing issue.⁶²

As evidenced by settlements in recent court cases, the practice of redlining continues for minority mortgage applicants. For example:

- In 2015, New York Attorney General Eric Schneiderman settled with Evans Bank for \$825,000 after learning that Evans Bank erased African American neighborhoods from maps used to determine mortgage lending.⁶³
- In 2015, the U.S. Department of Housing and Urban Development reached a \$200 million settlement with Associated Bank for denying mortgage loans to African American and Hispanic American applicants in Chicago and Milwaukee.⁶⁴
- In November 2016, Hudson City Savings Bank was subject to a record redlining settlement due to disparities suffered by African American and Hispanic American loan applicants.⁶⁵ According to the Consumer Financial Protection Bureau (CFPB) and the Department of Justice (DOJ), Hudson City Savings Bank avoided locating branches and loan officers, and used mortgage brokers in majority African American and Hispanic communities.⁶⁶ Hudson City Savings Bank also excluded majority-African

⁵⁹ Burnison, T. R., & Boccia, B. (2017). Redlining Everything Old Is New Again. *ABA Banking Journal*, 109(2), 46–47.

⁶⁰ *Ibid.*

⁶¹ Brescia, R. H. (2009). Subprime Communities: Reverse Redlining, the Fair Housing Act and Emerging Issues in Litigation Regarding the Subprime Mortgage Crisis. *Albany Government Law Review*, 2 (1), 164–216.

⁶² *Ibid.*

⁶³ Mock, B. (2015, September 28). Redlining is Alive and Well-and Evolving. *City Lab*. Retrieved from <https://www.citylab.com/equity/2015/09/redlining-is-alive-and-welland-evolving/407497/>

⁶⁴ *Ibid.*

⁶⁵ Burnison, T. R., & Boccia, B. (2017). Redlining Everything Old Is New Again. *ABA Banking Journal*, 109(2), 46–47.

⁶⁶ Consumer Financial Protection Bureau. (2015, September 24). *CFPB and DOJ Order Hudson City Savings Bank to Pay \$27 Million to Increase Mortgage Credit Access in Communities Illegally Redlined* [Press release]. Retrieved from <https://www.consumerfinance.gov/about-us/newsroom/cfpb-and-doj-order-hudson-city-savings-bank-to-pay-27-million-to-increase-mortgage-credit-access-in-communities-illegally-redlined/>

American and Hispanic communities from its marketing strategy and credit assessment areas.⁶⁷

- In a different 2016 redlining legal action, the CFPB and DOJ ordered BancorpSouth Bank to pay millions to harmed minorities for illegally denying them access to credit in minority neighborhoods and denying African American applicants certain mortgage loans and over charging them, among other things.⁶⁸
- In a reverse redlining case tried in federal court in 2016, a federal jury found that Emigrant Savings Bank and Emigrant Mortgage Company violated the Fair Housing Act, Equal Credit Opportunity Act and New York City Human Rights Law by aggressively promoting toxic mortgages to African American and Hispanic American applicants with poor credit.⁶⁹
- In 2017, the DOJ filed a lawsuit against KleinBank for redlining minority neighborhoods in Minnesota. According to the DOJ, KleinBank structured its residential mortgage lending business in a manner that excluded the credit needs of minority neighborhoods.⁷⁰

Steering by real estate agents. The illegal act of steering can be defined as actions by real estate agents that differentially direct customers to certain neighborhoods and away from others based on race or ethnicity.⁷¹ Mortgage loan originators can also engage in steering. Prior to the mortgage loan crisis, mortgage loan originators engaged in steering to generate higher profits for themselves by directing minority loan applicants to less desirable and toxic loan instruments.⁷² Such steering can affect the perception of minority borrowers about the availability of mortgage loans. Additionally, explicit steering can drive racially/ethnically housing prices and result in segregation.⁷³

⁶⁷ *Ibid.*

⁶⁸ Dodd-Ramirez, D., & Ficklin, P. (2016, June 29). Redlining: CFPB and DOJ action requires BancorpSouth Bank to pay millions to harmed consumers [Web log post]. Retrieved from <https://www.consumerfinance.gov/about-us/blog/redlining-cfpb-and-doj-action-requires-bancorpsouth-bank-pay-millions-harmed-consumers/>

⁶⁹ Lane, B. (2016, June 30). Groundbreaking ruling? Federal jury finds Emigrant Bank liable for predatory lending. *Housingwire*. Retrieved from <https://www.housingwire.com/articles/37419-groundbreaking-ruling-federal-jury-finds-emigrant-bank-liable-for-predatory-lending>

⁷⁰ Department of Justice, Office of Public Affairs. (2017, January 13). *Justice Department Sues KleinBank for Redlining Minority Neighborhoods in Minnesota* [Press release]. Retrieved from <https://www.justice.gov/opa/pr/justice-department-sues-kleinbank-redlining-minority-neighborhoods-minnesota>

⁷¹ Galster, G., & Godfrey, E. (2005) By Words and Deeds: Racial Steering by Real Estate Agents in the U.S. in 2000. *Journal of the American Planning Association*, 71(3), 251–268.

⁷² Consumer Financial Protection Bureau. (2013, January 18). *CFPB Issuing Rules to Prevent Loan Originators from Steering Consumers into Risky Mortgages* [Press release]. Retrieved from <https://www.consumerfinance.gov/about-us/newsroom/consumer-financial-protection-bureau-rules-to-prevent-loan-originators-from-steering-consumers-into-risky-mortgages/>

⁷³ Besbris, M., & Faber, J. W. (2017). Investigating the Relationship Between Real Estate Agents, Segregation, and House Prices: Steering and Upselling in New York State. *Sociological Forum*, 32(4).

Challenges persist when attempting to prosecute cases involving steering; however, several steering cases have been prosecuted by federal and state agencies over the past decade:

- In 2011, the U.S. Department of Justice (DOJ) reached a \$335 million settlement with Countrywide Financial Corporation for steering thousands of African American and Hispanic American borrowers into subprime mortgages when white borrowers with comparable credit received prime loans.⁷⁴
- In 2012, the DOJ reached a \$184 million settlement with Wells Fargo for steering African American and Hispanic American borrowers into subprime mortgages and charging higher fees and rates than white borrowers with comparable credit profiles.⁷⁵
- In 2015, M&T Bank agreed to pay \$485,000 to plaintiffs in a settlement for a case involving racial discrimination and steering.⁷⁶
- In 2015, the City of Oakland, California sued Wells Fargo & Co for steering minorities into costly mortgage loans that supposedly led to foreclosures, abandoned properties and blight.⁷⁷ The City of Philadelphia filed a lawsuit with similar allegations against Wells Fargo & Co in 2017.⁷⁸
- In 2017, the U.S. Attorney settled a federal civil rights lawsuit against JP Morgan Chase Bank for \$53 million for steering and discrimination based on race and national origin after it was discovered that African Americans and Hispanic Americans paid higher mortgage loan rates compared with whites with comparable credit profiles.⁷⁹

Gender discrimination in mortgage lending. Relatively little information is available on gender-based discrimination in mortgage lending markets. Historically, lending practices overtly discriminated against women by requiring information on marital and childbearing status.

⁷⁴ Department of Justice, Office of Public Affairs. (2011, December 21). *Justice Department Reaches \$335 Million Settlement to Resolve Allegations of Lending Discrimination by Countrywide Financial Corporation* [Press release]. Retrieved from <https://www.justice.gov/opa/pr/justice-department-reaches-335-million-settlement-resolve-allegations-lending-discrimination>

⁷⁵ Department of Justice, Office of Public Affairs. (2012, July 12). *Justice Department Reaches Settlement with Wells Fargo Resulting in More Than \$175 Million in Relief for Homeowners to Resolve Fair Lending Claims* [Press release]. Retrieved from <https://www.justice.gov/opa/pr/justice-department-reaches-settlement-wells-fargo-resulting-more-175-million-relief>

⁷⁶ Stempel, J. (2015, August 31). M&T Bank settles lawsuit claiming New York City lending bias. *Reuters*. Retrieved from <https://www.reuters.com/article/us-usa-guns-dicks-sporting/walmart-joins-dicks-sporting-goods-in-raising-age-to-buy-guns-idUSKCN1GC1R1>

⁷⁷ Aubin, D. (2015, September 22). Oakland lawsuit accuses Wells Fargo of mortgage discrimination. *Reuters*. Retrieved from <https://www.reuters.com/article/us-wellsfargo-discrimination/oakland-lawsuit-accuses-wells-fargo-of-mortgage-discrimination-idUSKCN0RM28L20150922>

⁷⁸ City of Philadelphia, Office of the Mayor. (2015, May 15). *City Files Lawsuit Against Wells Fargo* [Press release]. Retrieved from <https://beta.phila.gov/press-releases/mayor/city-files-lawsuit-against-wells-fargo/>

⁷⁹ Department of Justice, U.S. Attorney's Office, Southern District of New York. (2017, January 20). *Manhattan U.S. Attorney Settles Lending Discrimination Suit Against JPMorgan Chase For \$53 Million* [Press release]. Retrieved from <https://www.justice.gov/usao-sdny/pr/manhattan-us-attorney-settles-lending-discrimination-suit-against-jpmorgan-chase-53>

The Equal Credit Opportunity Act in 1973 suspended such discriminatory lending practices. However, certain barriers affecting women have persisted after 1973 in mortgage lending markets.

Research has confirmed that on average, women are better than men at paying their mortgages; however, women on average pay more for mortgages relative to their risk, and minority women pay the most.⁸⁰ Although disparity in mortgage rates is prevalent between African American and white borrowers, African American women are the most likely to experience mortgage loan discrimination.⁸¹

Recent lawsuits expose the reality that gender-based discrimination against women continues to prevail in the United States:

- In 2017, Bellco Credit Union settled a lawsuit for alleged discrimination against women on maternity leave.⁸²
- In 2014 the U.S. Department of Housing & Urban Development (HUD) settled a lawsuit against Mountain America Credit Union over allegations of discrimination against prospective borrowers on maternity leave.⁸³
- A 2013 study by the Woodstock Institute found that within the six-county Chicago area, women were far less likely to be approved for mortgage loans than men, and even male-female joint applications were less likely to be originated if the female applicant was listed first. This disparity persisted for mortgage refinancing.⁸⁴
- In 2011, HUD engaged in litigation against a company that revoked a pregnant woman's mortgage insurance once the company learned that the woman was on leave from work.⁸⁵
- In 2010, Dr. Budde, an oncologist from Washington State, was initially granted a mortgage loan and later denied once her lender learned she was on maternity leave.⁸⁶

⁸⁰ Goodman, L., Zhu, J., and Bai, B. (2016). *Women are Better than Men at Paying Their Mortgages*. Urban Institute. Retrieved from the Urban Institute website: <https://www.urban.org/sites/default/files/publication/84206/2000930-Women-Are-Better-Than-Men-At-Paying-Their-Mortgages.pdf>

⁸¹ Cheng, P., Lin, Z., & Liu, Y. (2015). Racial Discrepancy in Mortgage Interest Rates. *Journal of Real Estate Finance and Economics*, 51(1),101-120.

⁸² Strozniak, P. (2017, October 17). Bellco CU Settles Alleged Discriminatory Housing Lawsuit. *Credit Union Times*. Retrieved from <https://www.cutimes.com/2017/10/17/bellco-cu-settles-alleged-discriminatory-housing-l>

⁸³ National Mortgage Professional Magazine. (2014, June 25). HUD Hits Mountain America Credit Union With \$25,000 Fine. *National Mortgage Professional Magazine*. Retrieved from <https://nationalmortgageprofessional.com/news/41558/hud-hits-mountain-america-credit-union-25000-fine>

⁸⁴ Woodstock Institute. (2014). *Unequal Opportunity: Disparate Mortgage Origination Patterns for Women in the Chicago Area*. Retrieved from <https://www.woodstockinst.org/advocacy/comment-letters/new-research-finds-disparities-in-mortgage-lending-to-women/>

⁸⁵ Hanson, K. (2016). Disparate Impact Discrimination in Residential Lending and Mortgage Servicing Based on Sex: Insidious Evil. *Florida Coastal Law Review*, 17(3), 421–447.

⁸⁶ Siegel Bernard, T. (2010, July 19). Need a Mortgage? Don't Get Pregnant. *New York Times*. Retrieved from <http://www.nytimes.com/2010/07/20/your-money/mortgages/20mortgage.html>

Summary

There is evidence that people of color and women continue to face certain disadvantages in accessing capital that are necessary to start, operate and expand businesses. Capital is required to start companies, so barriers to accessing capital can affect the number of minorities and women who are able to start businesses. In addition, minorities and women start business with less capital (based on national data). Several studies have demonstrated that lower start-up capital adversely affects prospects for those businesses.

Key national and regional results included the following:

- Personal and/or family savings of the owner was the main source of capital for startups for many U.S. businesses, but African American and Hispanic American households had significantly lower amounts of wealth than whites.
- Minority- and woman- owned employer businesses were more likely than majority-owned firms to use personal credit cards as a source of start-up capital, which is a more expensive form of debt than business loans from financial institutions.
- Compared to male- and white-owned employer firms, female- and minority-owned employer firms were less likely to secure business loans from a bank or financial institution as a source of start-up capital.
- Female- and minority-owned firms were more likely to not apply for additional financing because firm owners believed that they would not be approved by a lender. These firms were also more likely to indicate that access to financial capital negatively impacted firm profitability.
- Loan denial rates for businesses owned by people of color were considerably higher than for non-Hispanic white business owners in the West South Central region of the United States based on the most recent Survey of Small Business Finance.

Specific to the Baton Rouge metropolitan area:

- Businesses owned by people of color and by women were more likely than majority-owned companies to report difficulty obtaining loans or lines of credit.
- Minority- and women-owned construction firms were more likely than majority-owned businesses to report difficulty obtaining bonding.
- Home equity is an important source of funds for business start-up and growth. Fewer minorities in the Baton Rouge MSA owned homes compared with non-Hispanic whites. African Americans, Hispanic Americans and Native Americans who did own homes tended to have lower home values.

- High-income African American, Hispanic American and other minority households applying for conventional home mortgages in the Baton Rouge MSA were more likely than high-income non-Hispanic whites to have their applications denied.
- Subprime loans accounted for a much larger share of the conventional home purchase and refinance loans issued to minority groups when compared with loans issued to non-Hispanic whites.

Any discrimination against minority groups in the home purchase and home mortgage markets can negatively affect the formation of firms by minorities in Baton Rouge and the success and growth of those companies.

APPENDIX H.

Success of Businesses in Construction, Professional Services, Goods and Other Services Industries in Baton Rouge

The study team examined the success of minority- and women-owned business enterprises (MBE/WBEs) in construction, professional services, goods and other services industries. The study team assessed whether business outcomes for MBE/WBEs differ from those of non-Hispanic white male-owned businesses (i.e. majority-owned businesses).

The study team examined outcomes for MBE/WBEs and majority-owned businesses in terms of:

- Business closures, expansions and contractions;
- Business receipts and earnings;
- Bid capacity; and
- Potential barriers to starting or expanding businesses.

Business Closures, Expansions and Contractions

The study team used Small Business Administration (SBA) data to examine business outcomes — including closures, expansions and contractions — for minority-owned businesses in Louisiana and in the nation as a whole. The SBA analyses compare business outcomes for minority-owned businesses (by demographic group) to business outcomes for all businesses. Data for service-disabled veterans is not available in SBA data.

Business closures. High rates of business closures may reflect adverse business conditions for minority business owners.

Overall rates of business closures in Louisiana. A 2010 SBA report investigated business dynamics and whether minority-owned businesses were more likely to close than other businesses. By matching data from business owners who responded to the 2002 U.S. Census Bureau Survey of Business Owners (SBO) to data from the Census Bureau's 1989–2006 Business Information Tracking Series, the SBA reported on business closure rates between 2002 and 2006 across different sectors of the economy.^{1, 2} The SBA report examined patterns in each state but not in individual metropolitan areas. Figure H-1 presents those data for African American-, Asian American- and Hispanic American-owned businesses as well as for white-owned businesses.

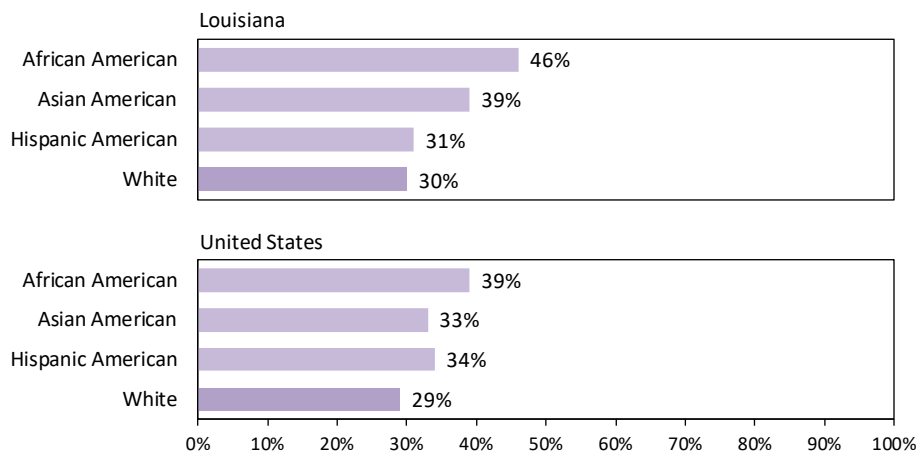
¹ Lowrey, Y. (2010). Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

² Businesses classifiable by race/ethnicity exclude publicly traded companies. The study team did not categorize racial groups by ethnicity. As a result, some Hispanic Americans may also be included in statistics for African Americans, Asian Americans and whites.

It is important to note that Hurricane Katrina affected businesses in Louisiana in summer 2005, including potentially greater business closures.

As shown in Figure H-1, 46 percent of African American-owned businesses operating in Louisiana in 2002 had closed by the end of 2006, a higher rate than that of all other groups. Asian American-owned firms also had closure rates higher than white-owned businesses during this time period. Disparities in closure rates for African American- and Asian American-owned firms compared to white-owned firms appear to have been similar in Louisiana and in the United States during the same time period, even with the effects of Hurricane Katrina.

Figure H-1.
Rates of business closure, 2002 through 2006, Louisiana and the U.S.



Note: Data refer to non-publicly held businesses only.
As sample sizes are not reported, statistical significance of these results cannot be determined; however, statistics are consistent with SBA data quality guidelines.

Source: Lowrey, Y. (2010) Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

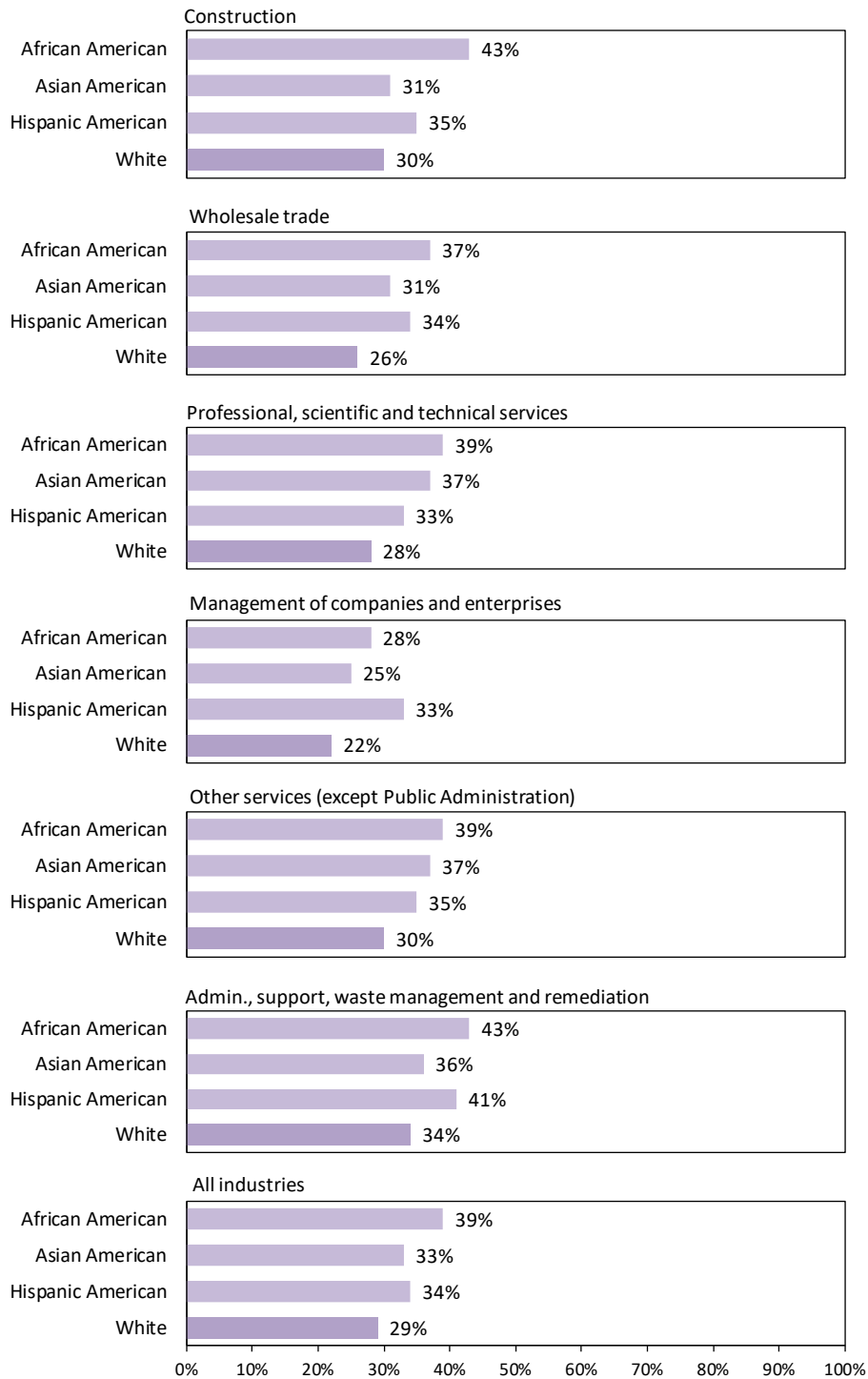
Rates of business closures by industry. The SBA report also examined business closure rates by race/ethnicity for 21 different industry classifications. Figure H-2 compares national rates of firm closure for construction; wholesale trade; professional, scientific and technical services; management of companies and enterprises; other services; and administration, support, waste management and remediation. Figure H-2 also presents closure rates for all industries by race/ethnicity.

In all industries and all study industries, minority-owned businesses that were operating in the United States in 2002 had a higher rate of closure by 2006 relative to white-owned businesses. African American-owned businesses that were operating in the United States in 2002 had the highest rate of closure by 2006 among all racial/ethnic groups — including white-owned businesses — in all industries (39%) and all relevant study industries except for management of companies and enterprises.

Hispanic American-owned company and enterprise management businesses that were operating in 2002 had the highest rate of closure in 2006 (33%). The study team could not examine whether those differences also existed in the Baton Rouge Metropolitan Statistical Area (MSA) or in Louisiana because the SBA analysis by industry was not available for individual metropolitan areas or states.

Figure H-2.

Rates of business closure, 2002 through 2006, relevant study industries and all industries in the U.S.



Note: Data refer to non-publicly held businesses only.

As sample sizes are not reported, statistical significance of these results cannot be determined; however, statistics are consistent with SBA data quality guidelines.

Source: Lowrey, Y. (2010) Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

Unsuccessful closures. Not all business closures can be interpreted as “unsuccessful closures.” Businesses may close when an owner retires or a more profitable business opportunity emerges, both of which represent “successful closures.” The 1992 Characteristics of Business Owners (CBO) Survey is one of the few Census Bureau sources to classify business closures into successful and unsuccessful subsets.³ The 1992 CBO combines data from the 1992 Economic Census and a survey of business owners conducted in 1996. The survey portion of the 1992 CBO asked owners of businesses that had closed between 1992 and 1995, “Which item below describes the status of this business at the time the decision was made to cease operations?” Only the responses “successful” and “unsuccessful” were permitted. A firm that reported being unsuccessful at the time of closure was understood to have failed.

Figure H-3 presents CBO data on the proportion of businesses that closed due to failure between 1992 and 1995 in construction, wholesale trade, services and all industries.^{4, 5}

According to CBO data, African American-owned businesses were the most likely to report being “unsuccessful” at the time at which their businesses closed. About 77 percent of African American-owned businesses in all industries reported an unsuccessful business closure between 1992 and 1995, compared with only 61 percent of non-Hispanic white male-owned businesses. Unsuccessful closure rates were also relatively high for Hispanic American-owned businesses (71%) and for businesses owned by other minority groups (73%). The rate of unsuccessful closures for women-owned businesses (61%) was similar to that of non-Hispanic white male-owned businesses.

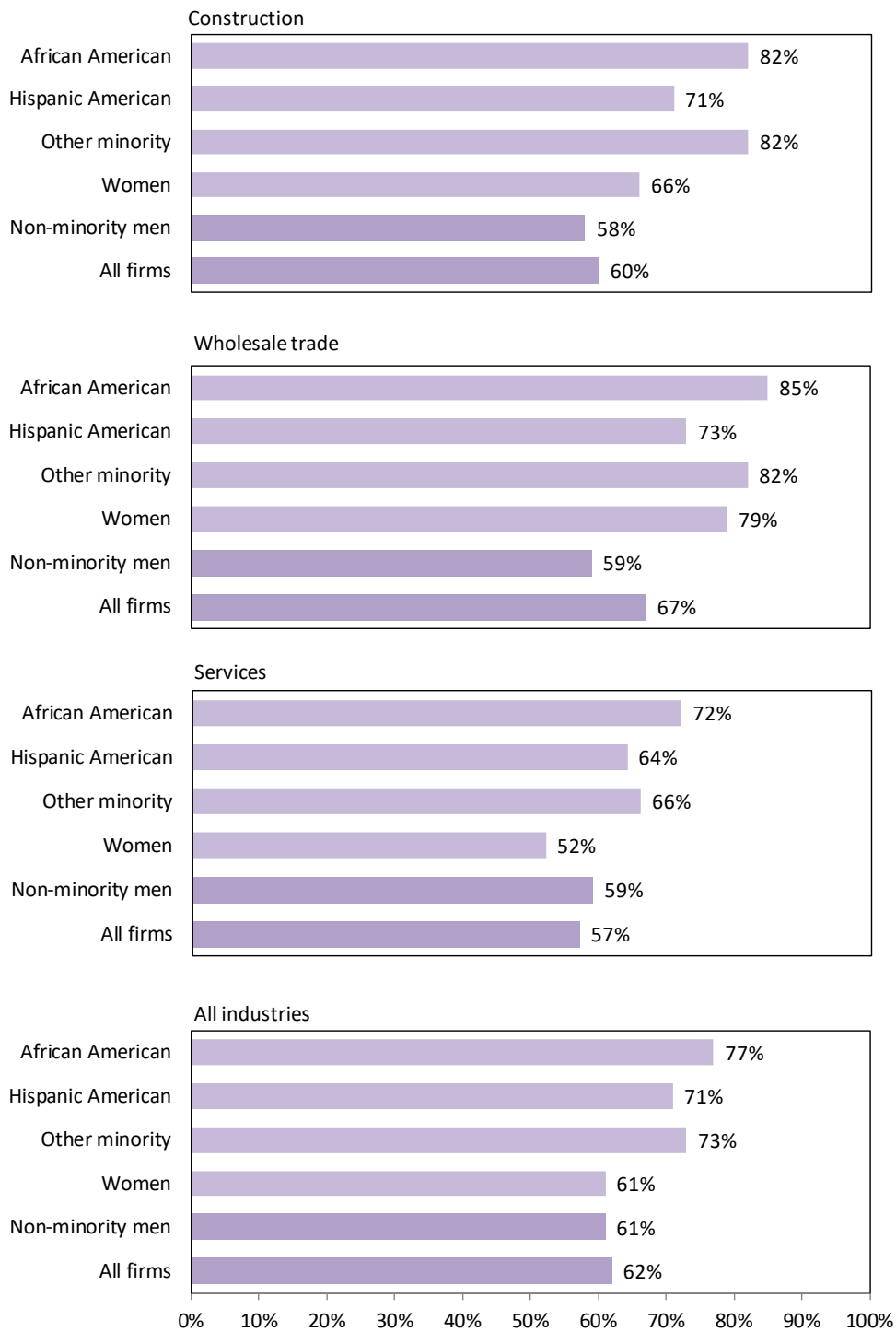
In the construction and wholesale trade industries, minority- and women-owned businesses were more likely to report unsuccessful business closures than non-Hispanic white male-owned businesses (58% and 59%, respectively). Those trends were similar in the services industry with one exception — women-owned businesses in the services industry (52%) were less likely to report unsuccessful closures than non-Hispanic white male-owned businesses (59%).

³ CBO data from the 1997 and 2002 Economic Censuses do not include statistics on successful and unsuccessful business closures. To date, the 1992 CBO is the only U.S. Census dataset that includes such statistics.

⁴ All CBO data should be interpreted with caution as businesses that did not respond to the survey cannot be assumed to have the same characteristics of ones that did. For further explanation, see Holmes, T. J., & Schmitz, J. A. (1996). Nonresponse Bias and Business Turnover Rates: The case of the Characteristics of Business Owners Survey. *Journal of Business & Economic Statistics*, 14(2), 231–241; Headd, B. (2001). *Business Success: Factors leading to surviving and closing successfully*. Center for Economic Studies, U.S. Department of Commerce, Bureau of the Census.

⁵ Data for firms operating in the management of companies and enterprises and administrative, support, waste management and remediation industries were not available in the CBO survey.

Figure H-3.
Proportions of closures reported as unsuccessful between 1992 and 1995 in the U.S.



Source: U.S. Census Bureau, 1996 Characteristics of Business Owners Survey (CBO).

Reasons for differences in unsuccessful closure rates. Several researchers have offered explanations for higher rates of unsuccessful closures among minority- and women-owned businesses compared with non-Hispanic white-owned businesses:

- Unsuccessful business failures of minority-owned businesses may be largely due to barriers in access to capital. Regression analyses have identified initial capitalization as a significant factor in determining firm viability.⁶ Because minority-owned businesses secure smaller amounts of debt equity in the form of loans, they may be more liable to fail. Difficulty in accessing capital is particularly acute for minority-owned businesses in the construction industry.⁷ Access to capital is discussed in more detail in Appendix G.
- Prior work experience in a family member’s business or similar experiences have been found to be strong determinants of business viability.⁸ Because minority business owners are much less likely to have such experience, their businesses are less likely to survive.⁹ Related research has been conducted for women-owned businesses and found similar gender-based gaps in the likelihood of business survival.¹⁰
- Level of education is found to be a strong determinant of business survival. Educational attainment explains a substantial portion of the gap in business closure rates between African American-owned and non-minority-owned businesses.¹¹
- Non-minority business owners have broader business opportunities, increasing their likelihood of closing successful businesses to pursue more profitable business alternatives. Minority business owners, especially those who do not speak English, have limited employment options and are less likely to close a successful business.¹²

⁶ For example, see Fairlie, R. W., Robb, A. M., & United States. Minority Business Development Agency. (2010). Disparities in Capital Access between Minority and Non-minority-owned Businesses: The troubling reality of capital limitations faced by MBEs.; Robb, A. M., & Fairlie, R. W. (2009). Determinants of Business Success: An examination of Asian-owned businesses in the USA. *Journal of Population Economics*, 22(4), 827.

⁷ Blanchflower, D. (2008). Minority Self Employment in the United States and the Impact of Affirmative Action Programs. NBER Working Paper Series, (13972).

⁸ Fairlie, R. W., & Robb, A. M. (2008). Race and Entrepreneurial Success: Black-, Asian-, and White-owned businesses in the United States. *MIT Press Books*.

⁹ Fairlie, R. W., & Robb, A. M. (2007). Why are Black-owned Businesses Less Successful than White-owned Businesses? The role of families, inheritances, and business human capital. *Journal of Labor Economics*, 25(2), 289–323.

¹⁰ Fairlie, R. W., & Robb, A. M. (2009). Gender Differences in Business Performance: Evidence from the Characteristics of Business Owners survey. *Small Business Economics*, 33(4), 375.

¹¹ Ibid.; Fairlie, R., & Woodruff, C. M. (2010). Mexican-American Entrepreneurship. *The BE Journal of Economic Analysis & Policy*, 10(1).

¹² Bates, T. (2005). Analysis of Young, Small Firms that Have Closed: Delineating successful from unsuccessful closures. *Journal of Business Venturing*, 20(3), 343–358.

- Possession of greater initial capital and generally higher levels of education among Asian Americans are related to the relatively high rate of survival of Asian American-owned businesses compared to other minority-owned businesses.¹³

Effects of the 2016 Louisiana Flood. In August 2016 much of Louisiana was affected by a flood. According to Louisiana Economic Development (LED), the flood caused:

- About \$596 million in damage to business structures;
- An estimated \$263 million in damage to business equipment;
- Approximately \$1.4 billion in damage to business inventory; and
- An estimated \$836 million lost due to business interruption.¹⁴

In East Baton Rouge Parish, the parish with the largest number of affected businesses, the flood impacted an estimated 8,000 businesses and 143,700 workers.¹⁵ Because the flood devastated Louisiana, and East Baton Rouge Parish in particular, it likely had a significant impact on business success and business closures in the area.

East Baton Rouge Parish maintains a public dataset of firms registered to do business in the Parish, including physical addresses and the date of business registration and closure (where applicable). According to that data, of all businesses that were open when the flood began (August 12, 2016), that were registered to do business in the Parish and that had a location in Baton Rouge, almost 16 percent of businesses have closed as of June 2019.¹⁶

Although some suggest that the flood disproportionately affected minorities and other disadvantaged individuals, data on the impact of the flood are not available by race/ethnicity.¹⁷ Additionally, analysis based on data collected before 2016 do not include the flood or its effects on Baton Rouge

¹³ Robb, A. M., & Fairlie, R. W. (2009). Determinants of Business Success: An examination of Asian-owned businesses in the USA. *Journal of Population Economics*, 22(4), 827; Fairlie, R. W., Zissimopoulos, J., & Krashinsky, H. (2010). The International Asian Business Success Story? A comparison of Chinese, Indian and other Asian businesses in the United States, Canada and United Kingdom. In *International Differences in Entrepreneurship* (pp. 179–208). University of Chicago Press; Fairlie, R. W., & Robb, A. M. (2008). Race and Entrepreneurial Success: Black-, Asian-, and White-owned businesses in the United States. *MIT Press Books*.

¹⁴ Terrell, D., Ph.D. *The Economic Impact of the August 2016 Floods on the State of Louisiana* (Rep.). Louisiana Economic Development.

¹⁵ *Ibid.*

¹⁶ Open Data BR. (2019). *Businesses Registered with EBR Parish*. [Data file]. Retrieved from <https://data.brla.gov/Business-and-Financial/Businesses-Registered-with-EBR-Parish/xw6s-bcqm>

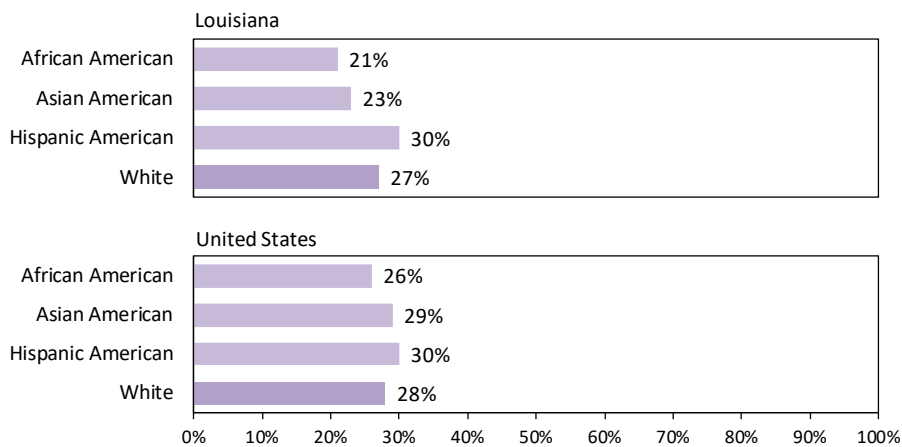
¹⁷ Upton, J. (2017, August 9). One Year After the Great Flood, Louisiana's Most Vulnerable Cope with the Losses. *Grist*.

Expansions and contractions. Comparing rates of expansion and contraction between minority-owned and white-owned businesses is also useful in assessing the success of minority-owned businesses. As with closure data, only some of the data on expansions and contractions available for the nation were also available at the state level.

Expansions. The 2010 SBA study of minority business dynamics from 2002 through 2006 examined the number of non-publicly held Louisiana businesses that expanded and contracted between 2002 and 2006. Figure H-4 presents the percentage of all businesses that increased their total employment between 2002 and 2006. Those data are presented for Louisiana and for the nation as a whole. (Hurricane Katrina likely affected firm expansion and contraction in Louisiana for 2002–2006.)

Approximately 27 percent of white-owned Louisiana businesses expanded between 2002 and 2006, compared to 21 percent of African American-owned businesses, 23 percent of Asian American-owned businesses and 30 percent of Hispanic American-owned businesses. Expansion results were similar for the nation as a whole.

Figure H-4.
Percentage of businesses that expanded, 2002 through 2006, Louisiana and the U.S.

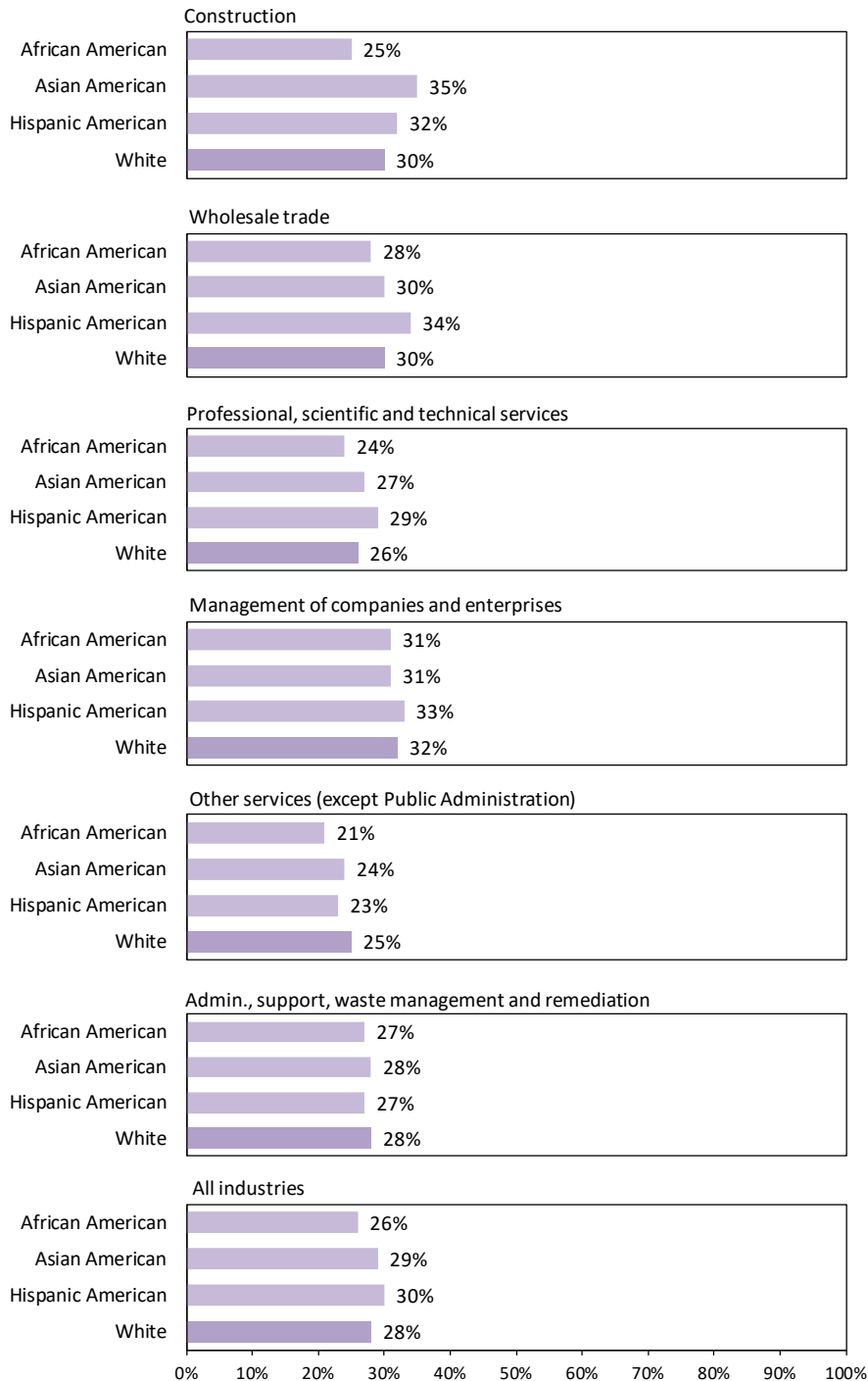


Note: Data refer to non-publicly held businesses only.
As sample sizes are not reported, statistical significance of these results cannot be determined; however, statistics are consistent with SBA data quality guidelines.

Source: Lowrey, Y. (2010). Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

Figure H-5 presents the percentage of businesses that expanded in construction; wholesale trade; professional, scientific and technical services; management of companies and enterprises; other services; and administration, support, waste management and remediation and in all industries in the United States. The SBA study did not report results for businesses in individual industries at the state level.

Figure H-5.
 Percentage of businesses that expanded, 2002 through 2006, relevant study industries and all industries in the U.S.



Note: Data refer to non-publicly held businesses only.

As sample sizes are not reported, statistical significance of these results cannot be determined; however, statistics are consistent with SBA data quality guidelines.

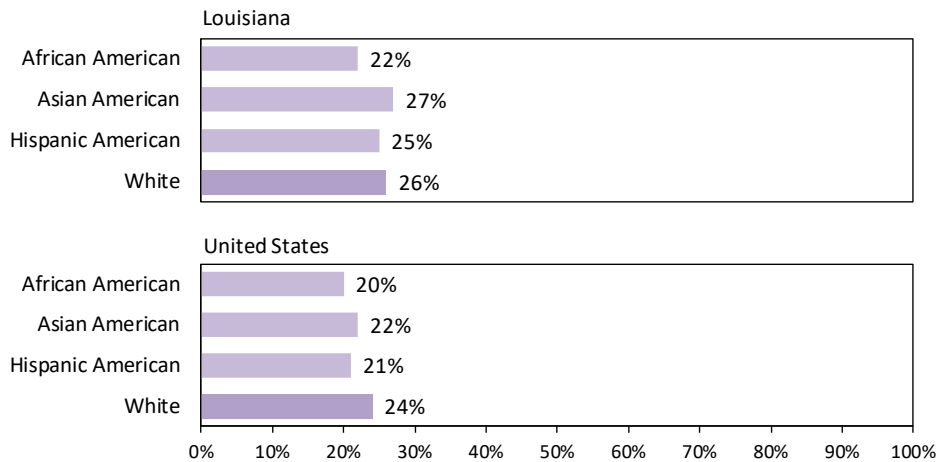
Source: Lowrey, Y. (2010). Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

At the national level, the patterns evident for study industries were similar to those observed for all industries. In particular, African American-owned businesses in the relevant study industries were less likely than white-owned businesses to have expanded between 2002 and 2006.

Contraction. Figure H-6 shows the percentage of non-publicly held businesses operating in 2002 that reduced their employment (i.e., contracted) between 2002 and 2006 in Louisiana and in the nation as a whole. In both Louisiana and the United States as a whole, African American-owned businesses were less likely to have contracted in 2002 through 2006 than white-owned businesses.

Figure H-6.

Percentage of businesses that contracted, 2002 through 2006, Louisiana and the U.S.



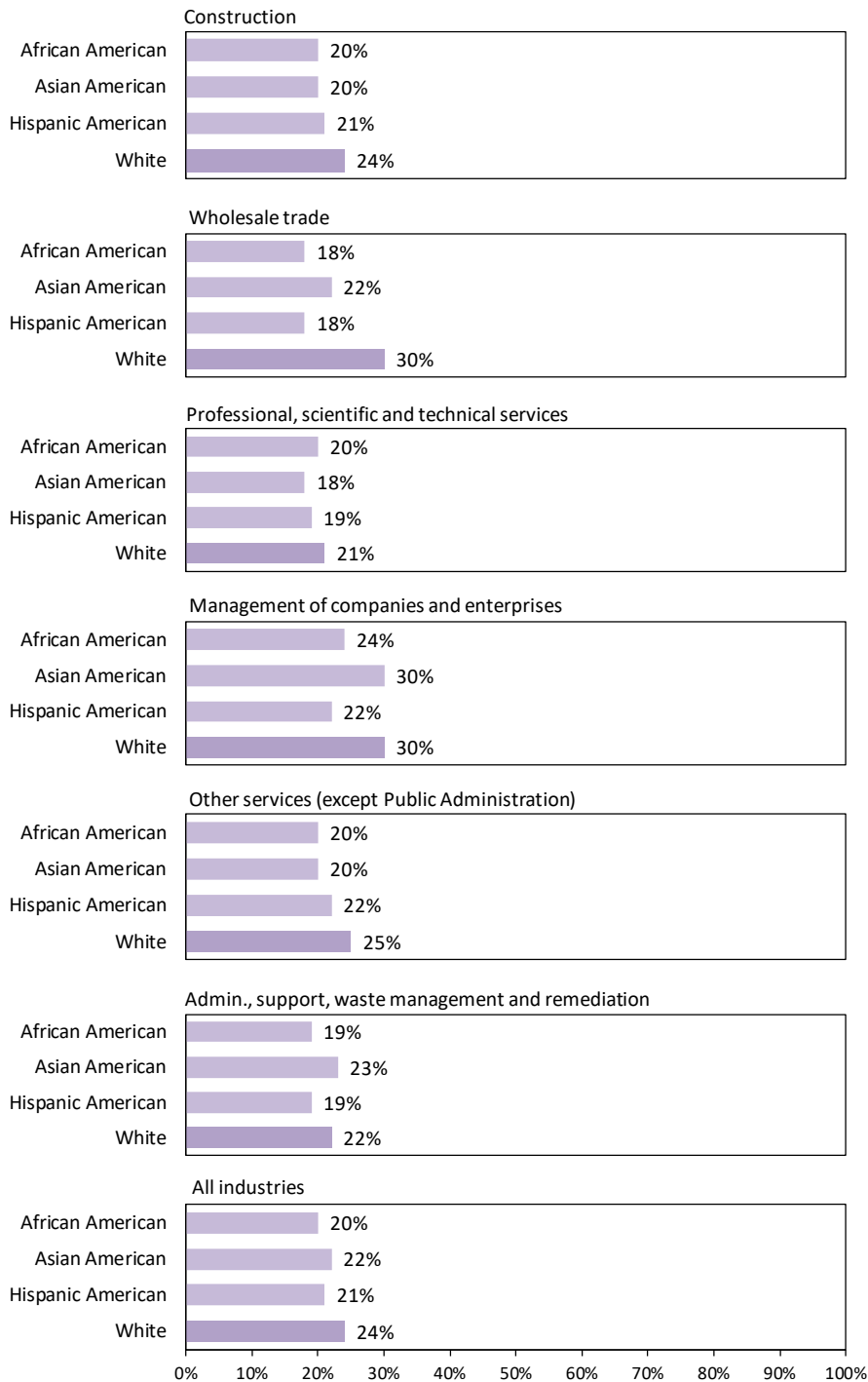
Note: Data refer to non-publicly held businesses only.

As sample sizes are not reported, statistical significance of these results cannot be determined; however, statistics are consistent with SBA data quality guidelines.

Source: Lowrey, Y. (2010). Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

It is likely that the damage caused by the August 2016 flood increased business contractions in Baton Rouge in that year. Although data are not available, some suggest that people of color were disproportionately affected by the flood. The SBA study did not report state-specific results relating to contraction in individual industries. Figure H-7 shows the percentage of businesses that contracted in the relevant study industries and in all industries at the national level. Compared to white-owned businesses in the United States, in general, a smaller percentage of minority-owned businesses in the relevant study industries and in all industries contracted between 2002 and 2006.

Figure H-7.
 Percentage of businesses that contracted, 2002 through 2006, relevant study industries and all industries in the U.S.



Note: Data refer to non-publicly held businesses only.

As sample sizes are not reported, statistical significance of these results cannot be determined; however, statistics are consistent with SBA data quality guidelines.

Source: Lowrey, Y. (2010). Race/Ethnicity and Establishment Dynamics, 2002–2006. U.S. Small Business Administration Office of Advocacy.

Business Receipts and Earnings

Annual business receipts and earnings for business owners are also indicators of the success of businesses. The study team examined:

- Business receipts data from the U.S. Census Bureau 2012 Survey of Business Owners (SBO);
- Business earnings data for business owners from the 2013–2017 American Community Survey (ACS); and
- Annual revenue data for firms in the study industries located in the Baton Rouge MSA that the study team collected as part of availability interviews.

Business receipts. The study team examined receipts for businesses using data from the 2012 SBO, conducted by the U.S. Census Bureau. The study team also analyzed receipts for businesses in individual industries. The SBO reports business receipts separately for employer businesses (with paid employees other than owner and family members) and all businesses.¹⁸ Because these data are from 2012, they do not reflect the impact that the August 2016 flood had on business receipts.

Receipts for all businesses. Figure H-8 presents 2012 mean annual receipts for employer and non-employer businesses by race, ethnicity and gender. Racial categories are not available by both race and ethnicity. As such, the racial categories shown may include Hispanic Americans. The SBO data for businesses across all industries in the Baton Rouge MSA indicated that average receipts for minority- and women-owned businesses were much lower than that for non-Hispanic-owned, white-owned or male-owned businesses, with some groups faring worse than others. Using the SBO groupings of minority-owned businesses:

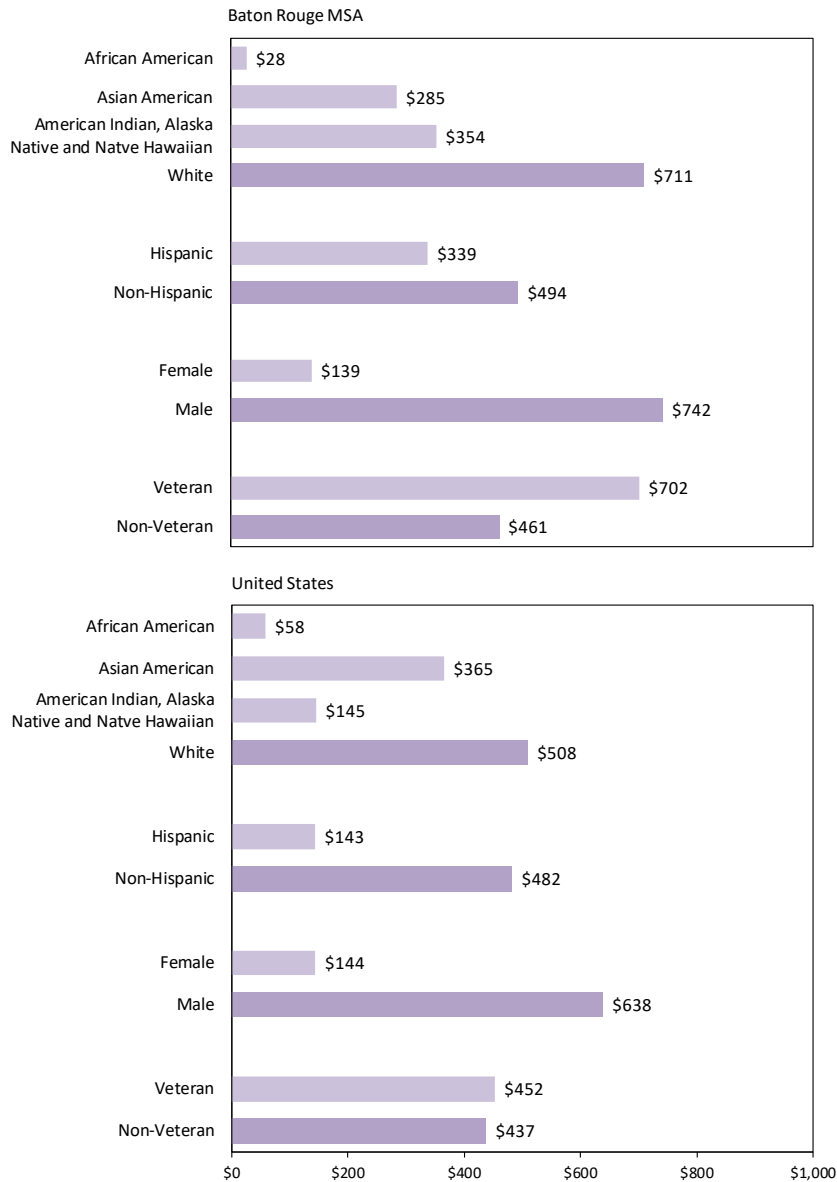
- Average receipts of African American-owned businesses (\$28,000) were less than 4 percent that of white-owned businesses (\$711,000).
- Average receipts of American Indian, Alaska Native and Native Hawaiian-owned businesses (\$354,000) were about half that of white-owned businesses, and average receipts of Asian American-owned businesses (\$285,000) were about 40 percent that of white-owned businesses.
- Hispanic-owned businesses (\$339,000) exhibited revenues that were about two-thirds of the average of non-Hispanic-owned businesses (\$494,000).
- Average receipts for male-owned businesses (\$742,000) were more than five times greater than the average for female-owned businesses (\$139,000).
- Average receipts for veteran-owned businesses in the Baton Rouge MSA (\$702,000) were higher than average receipts for non-veteran-owned businesses (\$461,000).

¹⁸ We use “all businesses” to denote SBO data used in this analysis. Data include incorporated and unincorporated businesses, but not publicly traded companies or other businesses not classifiable by race/ethnicity and gender.

Disparities in business receipts for minority- and women-owned businesses compared to non-Hispanic white- and male-owned businesses in the Baton Rouge MSA are also evident for the U.S. as a whole. Also, a 2007 SBA study identified differences similar to those presented in Figure H-8 when examining businesses in all industries across the U.S.¹⁹

Figure H-8.

Mean annual receipts (thousands) for all businesses, by race/ethnicity and gender of owners, 2012



Note: Includes employer and non-employer businesses. Does not include publicly traded companies or other businesses not classifiable by race/ethnicity and gender.

As sample sizes are not reported, statistical significance of these results cannot be determined.

Source: 2012 Survey of Business Owners, part of the U.S. Census Bureau's 2012 Economic Census.

¹⁹ Lowrey, Y. (2007). *Minorities in Business: A Demographic Review of Minority Business Ownership*. Office of Economic Research, Office of Advocacy, U.S. Small Business Administration.

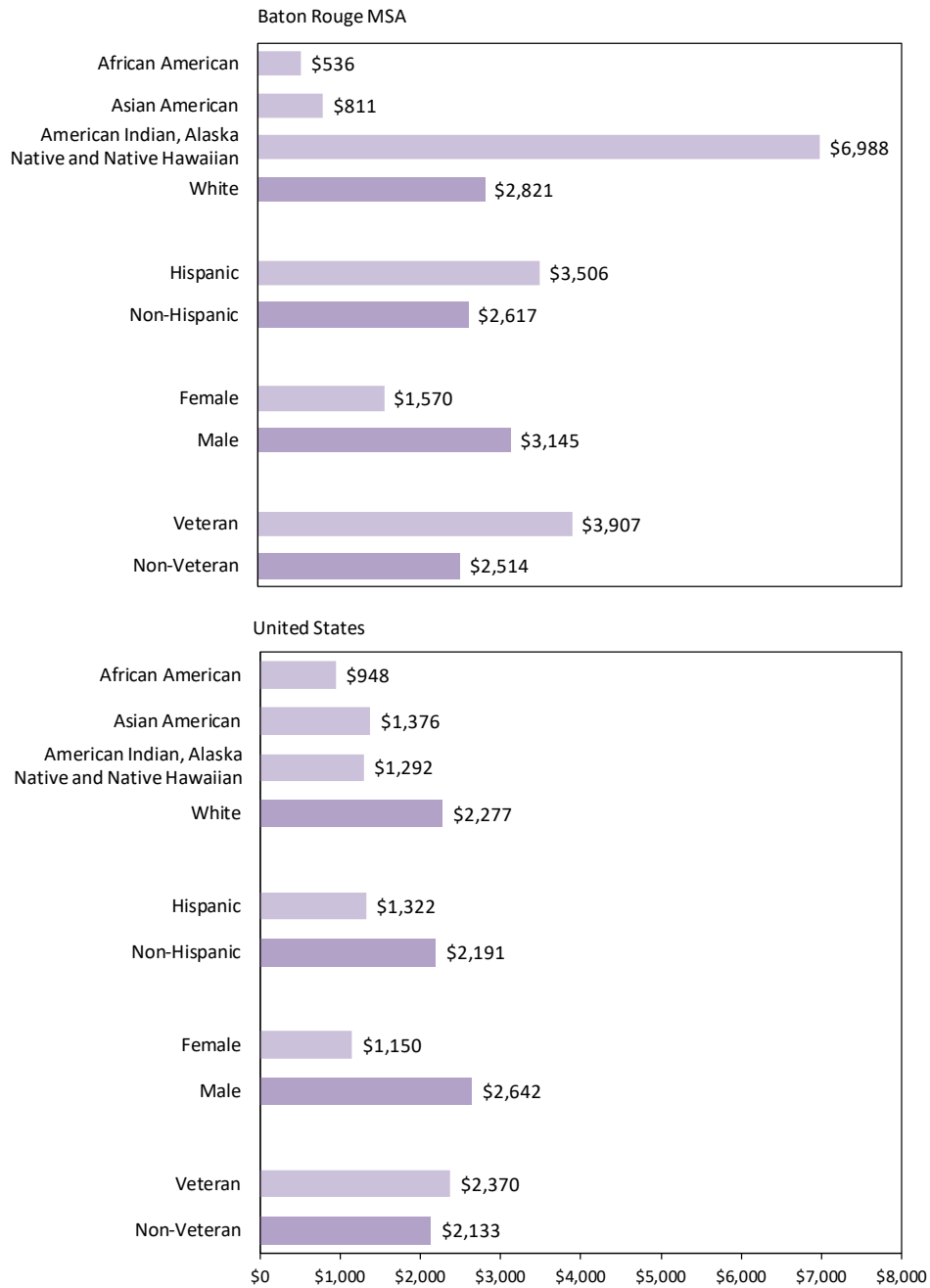
Figure H-9 presents average annual receipts in 2012 for only employer businesses in the Baton Rouge MSA and in the United States. (Employer businesses are those with paid employees.) For most groups, minority-owned employer businesses had lower average business receipts than white-owned employer businesses in the Baton Rouge MSA:

- Average receipts for African American-owned businesses (\$536,000) were one-fifth the average for white-owned businesses (\$2.8 million).
- Average receipts of Asian American-owned businesses (\$811,000) were about 29 percent of the average of white-owned businesses.
- Hispanic American-owned businesses had average receipts (\$3.5 million) that were greater than that of non-Hispanic-owned businesses (\$2.6 million).
- Average receipts of American Indian, Alaska Native and Native Hawaiian-owned businesses (\$7 million) were nearly two and a half times more than that of the average of white-owned businesses, although these results may be due to small sample size.

Average receipts for women-owned employer businesses (\$1.6 million) were about one-half that of the average male-owned business (\$3.1 million).

On average, veteran-owned employer businesses (\$3.9 million) earned more than non-veteran-owned businesses (\$2.5 million).

Figure H-9.
 Mean annual receipts (thousands) for employer businesses, by race/ethnicity
 and gender of owners, 2012



Note: Includes only employer businesses.
 Does not include publicly traded companies or other businesses not classifiable by race/ethnicity and gender.
 As sample sizes are not reported, statistical significance of these results cannot be determined.

Source: 2012 Survey of Business Owners, part of the U.S. Census Bureau's 2012 Economic Census.

Receipts by industry. The study team also analyzed SBO receipts data separately for businesses in the relevant study industries. Figure H-10 and H-11 present mean annual receipts in 2012 for all businesses (i.e., employer and non-employer businesses combined) in the relevant study industries and for just employer businesses by racial, ethnic and gender group. Results are presented for the Baton Rouge MSA and for the nation as a whole.

In the Baton Rouge MSA, when considering all industries together, average 2012 receipts for minority- and female-owned businesses were lower than the average for non-Hispanic, white- and male-owned businesses. In general, these trends persisted when analyzing industry-specific data in the Baton Rouge MSA. Within the study industries, where data were available for specific minority groups and females, those groups generally earned less than non-Hispanic, white- and male-owned businesses. Results across all study industries indicate that in the Baton Rouge MSA:

- Average receipts of African American-owned businesses were between less than 1 and 10 percent that of white-owned businesses;
- Average receipts of Asian American-owned businesses were between 40 and 58 percent that of white-owned businesses;
- Average receipts of American Indian, Alaska Native and Native Hawaiian-owned businesses were between 3 and 50 percent that of white-owned businesses;
- Average receipts of Hispanic-owned businesses were between 21 and 69 percent that of the average of non-Hispanic-owned businesses; and
- Average receipts for women-owned businesses varied between 19 and 62 percent that of the average of male-owned businesses.

Average receipts of veteran-owned businesses varied between 79 and 300 percent that of average non-veteran-owned businesses. In most industries, veteran-owned businesses' average receipts were greater than non-veteran-owned businesses' average receipts.

Figure H-10.

Mean annual receipts (thousands) for all firms in the relevant study industries, by race/ethnicity and gender of owners, 2012

| | All industries together | Construction | Wholesale trade | Management | Administrative and other services | Professional, scientific and technical services | Other services |
|--|-------------------------|--------------|-----------------|------------|-----------------------------------|---|----------------|
| Baton Rouge MSA | | | | | | | |
| Race | | | | | | | |
| African American | \$ 28 | \$ 37 | \$ 12 | N/A | N/A | N/A | \$ 11 |
| Asian American | 285 | N/A | N/A | N/A | N/A | \$ 136 | 66 |
| American Indian, Alaska Native and Native Hawaiian | 354 | 40 | N/A | N/A | N/A | N/A | N/A |
| Other minority | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| White | 711 | 1,384 | 3,739 | \$ 1,613 | \$ 284 | 299 | 113 |
| Ethnicity | | | | | | | |
| Hispanic | \$ 339 | \$ 236 | N/A | N/A | N/A | \$ 164 | N/A |
| Non-Hispanic | 494 | 1,144 | \$ 3,179 | \$ 1,586 | \$ 164 | 256 | \$ 56 |
| Gender | | | | | | | |
| Female | \$ 139 | \$ 231 | \$ 2,616 | N/A | \$ 44 | \$ 90 | \$ 18 |
| Male | 742 | 1,118 | 4,196 | \$ 1,789 | 230 | 348 | 96 |
| Veteran Status | | | | | | | |
| Veteran | \$ 702 | \$ 2,518 | N/A | N/A | \$ 382 | \$ 280 | \$ 44 |
| Non-Veteran | 461 | 830 | \$ 3,486 | \$ 2,811 | 130 | 250 | 56 |
| United States | | | | | | | |
| Race | | | | | | | |
| African American | \$ 58 | \$ 81 | \$ 529 | \$ 2,312 | \$ 42 | \$ 76 | \$ 17 |
| Asian American | 186 | 172 | 1,456 | 3,105 | 102 | 147 | 36 |
| American Indian, Alaska Native and Native Hawaiian | 145 | 239 | 896 | 2,096 | 81 | 125 | 39 |
| Other minority | 94 | 86 | 852 | 1,438 | 39 | 105 | 30 |
| White | 508 | 455 | 4,422 | 3,668 | 221 | 235 | 94 |
| Ethnicity | | | | | | | |
| Hispanic | \$ 143 | \$ 117 | \$ 1,502 | \$ 4,556 | \$ 50 | \$ 121 | \$ 37 |
| Non-Hispanic | 482 | 467 | 4,289 | 3,594 | 221 | 235 | 80 |
| Gender | | | | | | | |
| Female | \$ 144 | \$ 350 | \$ 1,778 | \$ 2,574 | \$ 74 | \$ 104 | \$ 32 |
| Male | 638 | 415 | 5,060 | 4,014 | 280 | 301 | 111 |
| Veteran Status | | | | | | | |
| Veteran | \$ 452 | \$ 345 | \$ 3,925 | \$ 3,393 | \$ 165 | \$ 191 | \$ 73 |
| Non-Veteran | 437 | 415 | 4,066 | 3,721 | 181 | 230 | 72 |

Note: Does not include publicly traded companies or other businesses not classifiable by race/ethnicity and gender.

As sample sizes are not reported, statistical significance of these results cannot be determined. "N/A" indicates that estimates were suppressed by the SBO because publication standards were not met.

Source: 2012 Survey of Business Owners, part of the U.S. Census Bureau's 2012 Economic Census.

Figure H-11.

Mean annual receipts (thousands) for employer firms in the relevant study industries, by race/ethnicity and gender of owners, 2012

| | All industries together | Construction | Wholesale trade | Management | Administrative and other services | Professional, scientific and technical services | Other services |
|--|-------------------------|--------------|-----------------|------------|-----------------------------------|---|----------------|
| Baton Rouge MSA | | | | | | | |
| Race | | | | | | | |
| African American | \$ 536 | \$ 1,482 | N/A | N/A | N/A | N/A | \$ 219 |
| Asian American | 811 | N/A | N/A | N/A | N/A | \$ 566 | 230 |
| American Indian, Alaska Native and Native Hawaiian | 6,988 | N/A | N/A | N/A | N/A | N/A | N/A |
| Other minority | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| White | 2,821 | 5,693 | \$ 7,056 | \$ 1,613 | \$ 1,620 | 1,021 | 678 |
| Ethnicity | | | | | | | |
| Hispanic | \$ 3,506 | \$ 5,324 | N/A | N/A | N/A | \$ 798 | N/A |
| Non-Hispanic | 2,617 | 5,620 | \$ 6,692 | \$ 1,586 | \$ 1,607 | 996 | \$ 631 |
| Gender | | | | | | | |
| Female | \$ 1,570 | \$ 1,747 | \$ 11,542 | N/A | \$ 924 | \$ 612 | \$ 204 |
| Male | 3,145 | 6,349 | 7,180 | \$ 1,789 | 1,883 | 1,111 | 761 |
| Veteran Status | | | | | | | |
| Veteran | \$ 3,906 | \$ 16,003 | N/A | N/A | \$ 4,175 | \$ 980 | \$ 593 |
| Non-Veteran | 2,514 | 4,305 | \$ 8,026 | \$ 2,811 | 1,353 | 1,007 | 612 |
| United States | | | | | | | |
| Race | | | | | | | |
| African American | \$ 948 | \$ 1,096 | \$ 5,134 | \$ 2,312 | \$ 856 | \$ 816 | \$ 321 |
| Asian American | 1,376 | 1,572 | 6,107 | 3,105 | 1,259 | 1,080 | 200 |
| American Indian, Alaska Native and Native Hawaiian | 1,292 | 1,499 | 5,972 | 2,096 | 1,141 | 939 | 459 |
| Other minority | 975 | 839 | 3,764 | 1,438 | 587 | 1,139 | 326 |
| White | 2,277 | 1,730 | 9,774 | 3,668 | 1,219 | 983 | 564 |
| Ethnicity | | | | | | | |
| Hispanic | \$ 1,322 | \$ 1,005 | \$ 5,431 | \$ 4,556 | \$ 720 | \$ 865 | \$ 383 |
| Non-Hispanic | 2,191 | 1,749 | 9,367 | 3,594 | \$1,238 | 999 | 528 |
| Gender | | | | | | | |
| Female | \$ 1,150 | \$ 1,561 | \$ 6,471 | \$ 2,574 | \$ 962 | \$ 620 | \$ 293 |
| Male | 2,642 | 1,842 | 10,421 | 4,014 | \$1,378 | 1,167 | 636 |
| Veteran Status | | | | | | | |
| Veteran | \$ 2,370 | \$ 1,608 | \$ 9,116 | \$ 3,393 | \$ 1,126 | \$ 873 | \$ 579 |
| Non-Veteran | 2,133 | 1,724 | 9,234 | 3,721 | 1,207 | 1,011 | 514 |

Note: Does not include publicly traded companies or other businesses not classifiable by race/ethnicity and gender.

As sample sizes are not reported, statistical significance of these results cannot be determined. "N/A" indicates that estimates were suppressed by the SBO because publication standards were not met.

Source: 2012 Survey of Business Owners, part of the U.S. Census Bureau's 2012 Economic Census.

Figure H-11 presents similar results for employer businesses (those with paid employees). SBO data indicated that average receipts were higher for employer businesses than for all businesses (i.e., employer and non-employer businesses combined). Although industry-specific results for many minority groups have sample sizes too small to be published, average 2012 receipts for most minority and female-owned businesses were lower than the average for non-Hispanic, white- and male-owned businesses.

In general, these trends persisted when analyzing industry-specific data in the Baton Rouge MSA. Within the study industries, where data were available for specific minority groups and females, those groups generally earned less than non-Hispanic, white- and male-owned businesses. Results across all study industries for employer firms indicate that:

- Average receipts of African American-owned businesses were between 19 and 32 percent that of white-owned businesses;
- Average receipts of Asian American-owned businesses were between 29 and 55 percent that of white-owned businesses;
- Average receipts of American Indian, Alaska Native and Native Hawaiian-owned businesses were 248 percent that of white-owned businesses;²⁰
- Average receipts of Hispanic-owned businesses were between 80 and 134 percent that of the average of non-Hispanic-owned businesses; and
- Average receipts for female-owned businesses varied between 27 and 161 percent that of the average of male-owned businesses.
- Average receipts for veteran-owned businesses varied between 97 and 372 percent that of non-veteran-owned businesses.

Business earnings. In order to assess the success of self-employed minorities and women in the relevant study industries, the study team examined earnings of business owners using Public Use Microdata Series (PUMS) data from the 2013–2017 ACS. The study team analyzed earnings of incorporated and unincorporated business owners age 16 and older who reported positive business earnings.

Business owner earnings, 2013–2017. The 2013–2017 ACS also reports business owner earnings. Respondents were asked throughout the year to report total pre-tax business earnings accrued during the 12 months immediately preceding the month of the survey. Accordingly, earnings corresponding to the 2013–2017 ACS timeframe consist of 60 individual reference periods spanning 2013–2017.²¹ Note that because businesses in the Baton Rouge MSA were disrupted by a flood later in the study period (August 2016), ACS data may not reflect the full impact the flood had on business earnings.

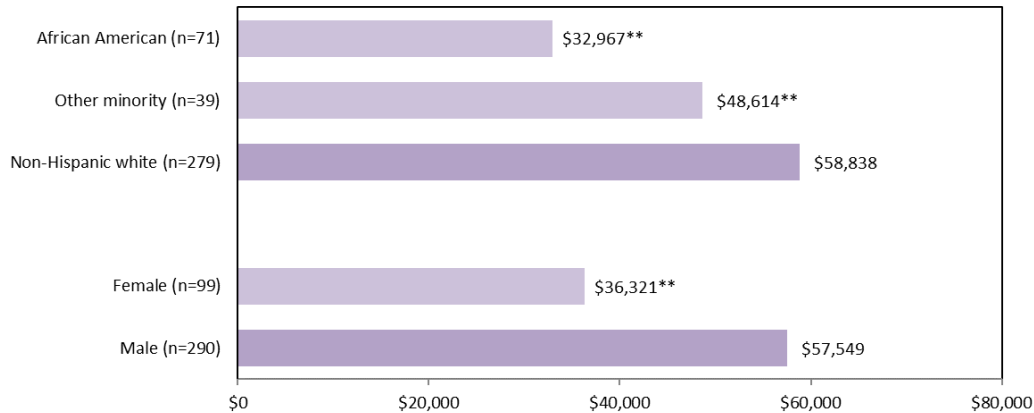
²⁰ These results may be due to small sample sizes.

²¹ For example, if a business owner completed the survey on January 2013, the figures for the previous 12 months would reference January 2012 to December 2012. Similarly, a business owner completing the survey in March 2016 would reference amounts between March 2015 and February 2016.

Figure H-12 shows earnings in 2013 through 2017 for business owners in all study industries in the Baton Rouge MSA. The study team analyzed earnings for minorities and women. Due to small sample sizes, Asian Americans, Hispanic Americans, Native Americans and other minorities were combined into an “other minority” category, and service-disabled business owners could not be analyzed.

- On average, African American business owners (\$32,967) and other minority business owners (\$48,614) earned substantially less in 2013–2017 than non-Hispanic white business owners (\$58,967). This difference was statistically significant.
- Female business owners (\$36,321) earned less on average than male business owners (\$57,549), a statistically significant difference.

Figure H-12.
Mean annual business owner earnings among all study industries,
2013 through 2017, Baton Rouge MSA



Note: ** Denotes statistically significant differences between groups at the 95% confidence level.

The sample universe is business owners age 16 and over who reported positive earnings. All amounts are in 2017 dollars.

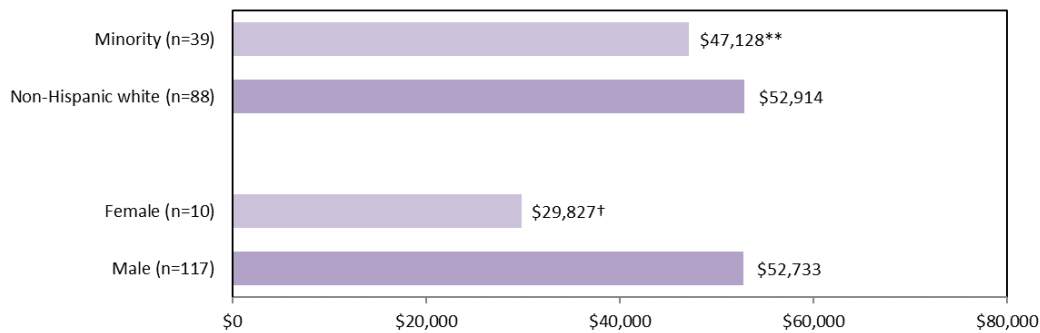
Source: Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Construction business owner earnings, 2013–2017. The 2013–2017 ACS construction business owner earnings data correspond to the 2013–2017 ACS timeframe consisting of 60 individual reference periods spanning 2012–2017.

Figure H-13 shows earnings in 2013 through 2017 for business owners by race/ethnicity and gender in the construction industry in the Baton Rouge MSA. Due to sample sizes for individual minority groups, all minorities were combined into a single “minority” category. Because of small sample sizes, average earnings for veterans are not presented for individual industries.

- On average, people of color who owned construction businesses in the Baton Rouge MSA (\$47,128) earned less in 2013–2017 than non-Hispanic white construction business owners (\$52,914), a statistically significant difference.
- Average earnings for female construction business owners (\$29,827) were substantially less than those of male construction business owners (\$52,733) in the Baton Rouge MSA, however statistical significance could not be determined due to low sample size.

Figure H-13.
Mean annual business owner earnings in the construction industry,
2013 through 2017, Baton Rouge MSA



Note: ** Denotes statistically significant differences between groups at the 95% confidence level.

The sample universe is business owners age 16 and over who reported positive earnings. All amounts are in 2017 dollars.

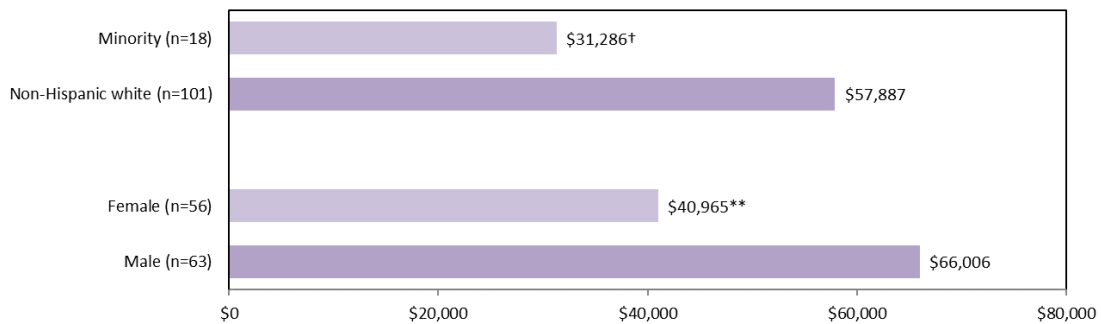
† Denotes that the sample size did not reach the minimum required (25 per group) to qualify for significance testing. Therefore, a significance test was not conducted between female and male business owners.

Source: Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Professional services business owner earnings, 2013–2017. As with earnings data for the construction industry, earnings for professional services business owners that were reported in the 2013–2017 ACS data were for the time period between 2012 and 2017. All dollar amounts are presented in 2017 dollars. Due to small sample sizes, all minority business owners were combined into a single category. Earnings for veterans in the industry are not presented due to small sample sizes. Results are displayed in Figure H-14.

- On average, minority business owners in the Baton Rouge MSA (\$31,286) earned less in 2013–2017 than non-Hispanic white business owners (\$57,887) in the professional services industry. Because of low sample size, statistical significance could not be determined.
- For professional services in the Baton Rouge MSA, female business owners (\$40,965) earned less on average than male business owners (\$66,006), a statistically significant difference.

Figure H-14.
Mean annual business owner earnings in the professional services industry, 2013 through 2017, Baton Rouge MSA



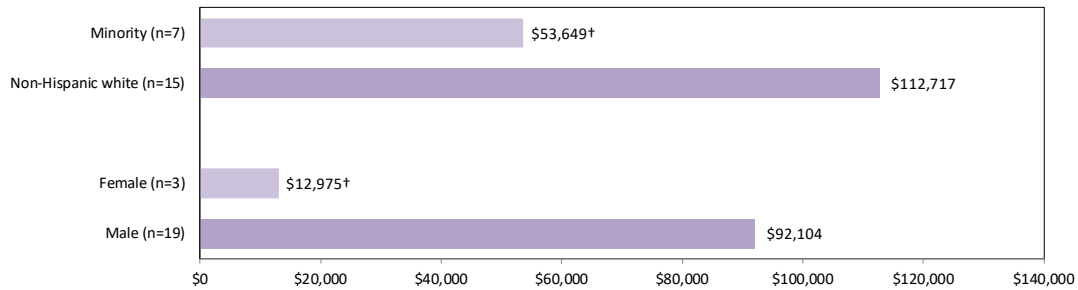
Note: ** Denotes statistically significant differences between groups at the 95% confidence level.
 The sample universe is business owners age 16 and over who reported positive earnings.
 All amounts are in 2017 dollars.
 † Denotes that the sample size did not reach the minimum required (25 per group) to qualify for significance testing. Therefore, a significance test was not conducted between minority and non-Hispanic white business owners.

Source: Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Goods business owner earnings, 2013–2017. As with earnings data for the construction and professional services industries, earnings for goods business owners that were reported in the 2013–2017 ACS data were for the time period between 2012 and 2017. All dollar amounts are presented in 2017 dollars. Due to small sample sizes within the industry, all minority business owners were combined into a single category, and earnings for veterans are not presented. Results are displayed in Figure H-15.

Average earnings for minority and female owners in the goods industry were less than earnings for non-Hispanic white and male owners, although sample sizes were very small. Because of small sample sizes for each group of business owners, statistical significance could not be determined.

Figure H-15.
Mean annual business owner earnings in the goods industry,
2013 through 2017, Baton Rouge MSA



Note: The sample universe is business owners age 16 and over who reported positive earnings. All amounts are in 2017 dollars.

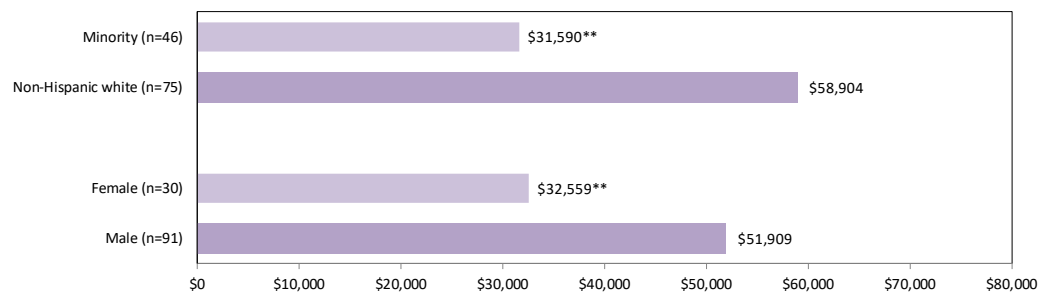
† Denotes that the sample size did not reach the minimum required (25 per group) to qualify for significance testing. Therefore, significance tests were not conducted between minority and non-Hispanic white business owners, and female and male business owners.

Source: Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Other services business owner earnings, 2013–2017. Earnings for other services business owners that were reported in the 2013–2017 ACS data were for the time period between 2012 and 2017. Due to small sample sizes, all minority business owners were combined into a single “minority” category, and average earnings for veterans are excluded.

- As shown in Figure H-16, average earnings for minority business owners in the other services industry (\$31,590) were less than earnings of non-Hispanic white business owners (\$58,904), a statistically significant difference.
- Average earnings for female business owners (\$32,559) were less than the earnings of male business owners (\$51,909). This difference was statistically significant.

Figure H-16.
Mean annual business owner earnings in the other services industry,
2012 through 2016, Baton Rouge MSA



Note: ** Denotes statistically significant differences between groups at the 95% confidence level. The sample universe is business owners age 16 and over who reported positive earnings. All amounts in 2016 dollars.

Source: Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

Regression analyses of business earnings. Differences in business earnings among different racial/ethnic and gender groups may be at least partially attributable to race- and gender-neutral factors such as age, marital status and educational attainment. The study team created statistical models through “regression analysis” to examine whether there were differences in business earnings between minorities and non-Hispanic whites and between women and men after controlling for certain race- and gender-neutral factors. Data came from the ACS for the Baton Rouge MSA for 2013–2017.

The study team applied an ordinary least squares regression model to the data that was very similar to models reviewed by courts after other disparity studies.²² The dependent variable in the model was the natural logarithm of business earnings. Business owners that reported zero or negative business earnings were excluded, as were observations for which the U.S. Census Bureau had imputed values of business earnings. Along with variables for the race/ethnicity and gender of business owners, the model also included available measures from the data considered likely to affect earnings potential, including age, age-squared, marital status, ability to speak English well, disability condition and educational attainment.

The study team developed models for business owner earnings in 2013 through 2017 for the Baton Rouge MSA in the following industries:

- A model for business owner earnings in the construction industry that included 127 observations;
- A model for business owner earnings in the professional services industry that included 119 observations; and
- A model for business owner earnings in the other services industry that included 121 observations.

Because of small sample size, a model for business owner earnings in the goods industry was not included.

Construction industry regression results, 2013 through 2017. Figure H-17 illustrates the results of the regression model for 2013 through 2017 earnings in the construction industry in the Baton Rouge MSA. The model indicated that some race- and gender-neutral factors significantly predicted earnings of business owners in the construction industry in the Baton Rouge MSA. Having an advanced degree was excluded in this model because very few workers in the construction industry had an advanced degree.

²² For example, National Economic Research Associates, Inc. 2012. *The State of Minority- and Women-Owned Business Enterprise in Construction: Evidence from Houston*. Prepared for the City of Houston; BBC Research & Consulting. 2012. *Availability and Disparity Study*. Prepared for the California Department of Transportation.

Older construction business owners had greater business earnings, however this effect reversed for the oldest business owners. Married construction business owners had higher earnings and this effect was statistically significant. Disabled construction business owners tended to have significantly lower business earnings. Earnings of minority and female construction business owners appeared to be lower than non-minorities and men, but the differences were not statistically significant.

Figure H-17.
Baton Rouge MSA construction business owner earnings model, 2013–2017

Note:

** Denotes statistical significance at the 95% confidence level.

Source:

Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|-----------------------|-------------|
| Constant | 9.968 ** |
| Age | 0.074 ** |
| Age-squared | -0.001 ** |
| Married | 0.480 * |
| Speaks English well | -0.852 |
| Disabled | -1.518 ** |
| Less than high school | -0.249 |
| Some college | -0.099 |
| Four-year degree | -0.284 |
| Minority | -0.407 |
| Female | -1.049 |
| Veteran | -0.442 |

Professional services industry regression results, 2013 through 2017. Figure H-18 presents the results of the regression model of business owner earnings specific to the Baton Rouge MSA professional services industry for 2013 through 2017. Speaking English well was excluded in the model, as nearly all business owners in the industry reported speaking English well. The model indicated that business owners that had an advanced degree tended to have greater business earnings. Minority and female business owners appeared to have lower business earnings after controlling for other factors, but the differences were not statistically significant.

Figure H-18.
Baton Rouge MSA professional services business owner earnings model, 2013–2017

Note:

** Denotes statistical significance at the 95% confidence level.

Source:

Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|-----------------------|-------------|
| Constant | 6.864 ** |
| Age | 0.107 |
| Age-squared | -0.001 |
| Married | 0.355 |
| Disabled | -0.253 |
| Less than high school | 0.347 |
| Some college | -0.044 |
| Four-year degree | -0.205 |
| Advanced degree | 1.054 ** |
| Minority | -0.522 |
| Female | -0.470 |
| Veteran | 0.697 |

Other services industry regression results, 2013 through 2017. Figure H-19 presents the results of the regression model of business owner earnings specific to the Baton Rouge MSA other services industry for 2013 through 2017. The model indicated that some race- and gender-neutral factors predicted earnings of business owners in the other services industry in the Baton Rouge MSA. Older business owners tended to have greater business earnings than younger business owners; however, the oldest individuals had lower earnings. Married business owners had higher earnings on average, while individuals with disabilities had lower business earnings.

After accounting for race- and gender-neutral factors, the model indicated statistically significant disparities in earnings for minority business owners.

Figure H-19.
Baton Rouge MSA other services business owner earnings model, 2013–2017

Note:
 ** Denotes statistical significance at the 95% confidence level.

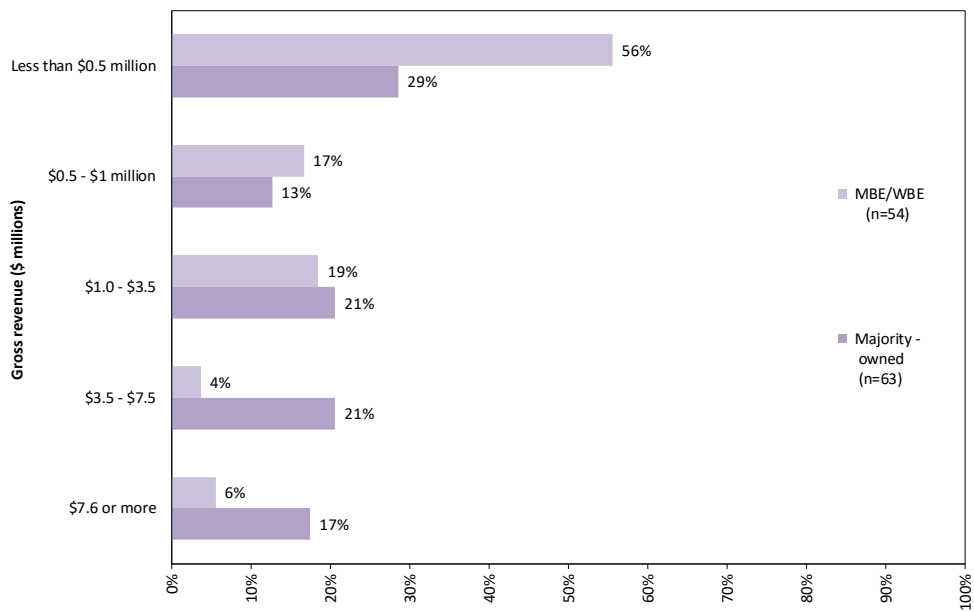
Source:
 Keen Independent Research from 2013–2017 ACS. The raw data extract was obtained through the IPUMS program of the MN Population Center: <http://usa.ipums.org/usa/>.

| Variable | Coefficient |
|-----------------------|-------------|
| Constant | 5.727 ** |
| Age | 0.203 ** |
| Age-squared | -0.002 ** |
| Married | 0.597 * |
| Speaks English well | -1.010 |
| Disabled | -1.124 * |
| Less than high school | 0.326 |
| Some college | 0.400 |
| Four-year degree | -0.278 |
| Advanced degree | -0.359 |
| Minority | -0.715 * |
| Female | -0.690 |
| Veteran | 0.427 |

Gross revenue of firms from availability interviews. As discussed previously, total revenue is a key measure of the economic success of businesses. In the availability telephone interviews that Keen Independent conducted (discussed in Appendix D), firm owners and managers were asked to identify the size range of their average annual gross revenue in the previous three years: from 2017 through 2019. Only firms with locations in the Baton Rouge MSA were included in the availability interviews.

Construction. Figure H-20 presents the reported annual gross revenue for MBE/WBE and majority-owned construction businesses in the Baton Rouge MSA availability interviews. Majority-owned construction firms were more likely to report higher average annual revenues relative to minority- and women-owned construction firms in the Baton Rouge MSA. For example, 56 percent of MBE/WBEs reported average revenue of less than \$500,000 per year compared to 29 percent of majority-owned construction firms.

Figure H-20.
Average annual gross revenue of company over previous three years,
Baton Rouge MSA construction industry

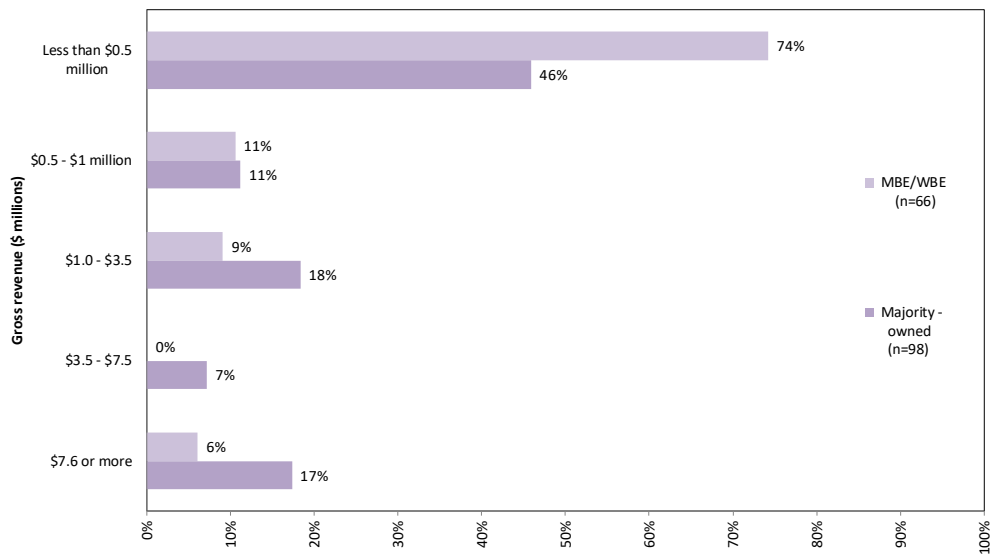


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Professional services. Figure H-21 presents the reported annual revenue for MBE/WBEs and majority-owned professional services businesses in the Baton Rouge MSA. MBE/WBEs were more likely to report lower annual revenues compared to majority-owned businesses. A higher percentage of MBE/WBEs (74%) than majority-owned professional services businesses (46%) reported average revenue of less than \$500,000 per year, and fewer MBE/WBE firms (6%) reported average revenue of more than \$7.6 million per year compared with majority-owned businesses (17%).

Figure H-21.
Average annual gross revenue of company over previous three years,
Baton Rouge MSA professional services industry



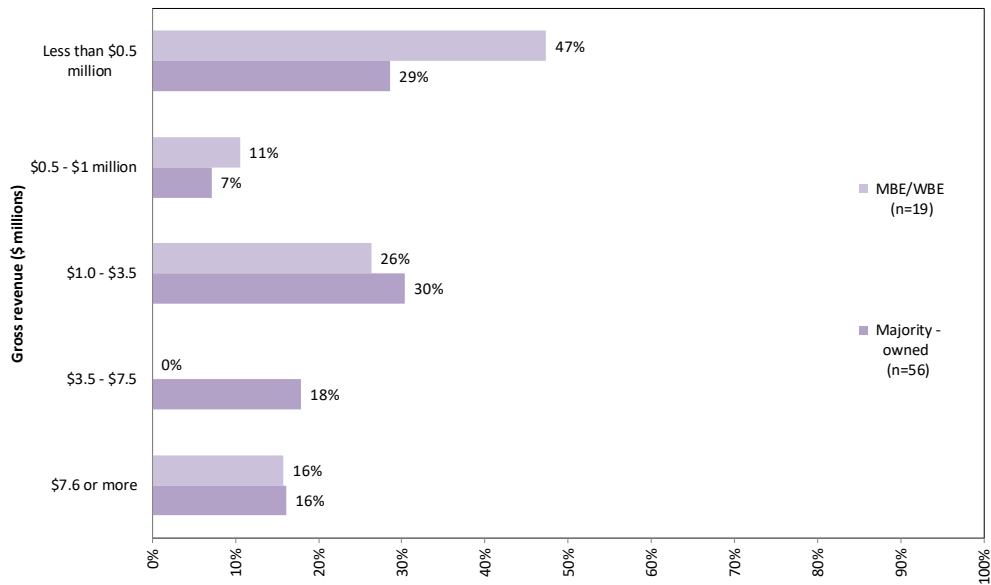
Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Goods. Figure H-22 presents the reported annual revenue for MBE/WBEs and majority-owned goods businesses in the Baton Rouge MSA. Minority- and women-owned goods firms were more likely to report lower average annual revenue relative to majority-owned goods firms in the Baton Rouge MSA.

- About 47 percent of MBE/WBE goods firms reported average revenue of less than \$500,000 per year compared to only 29 percent of majority-owned firms.
- Majority-owned firms were more than twice as likely to report revenue of \$3.5 million or more (34%) than MBE/WBE firms in the industry (16%).

Figure H-22.
Average annual gross revenue of company over previous three years,
Baton Rouge MSA goods industry



Note: “MBE/WBE” represents minority-owned firms and white women-owned firms, “Majority-owned” represents non-Hispanic white male-owned firms.

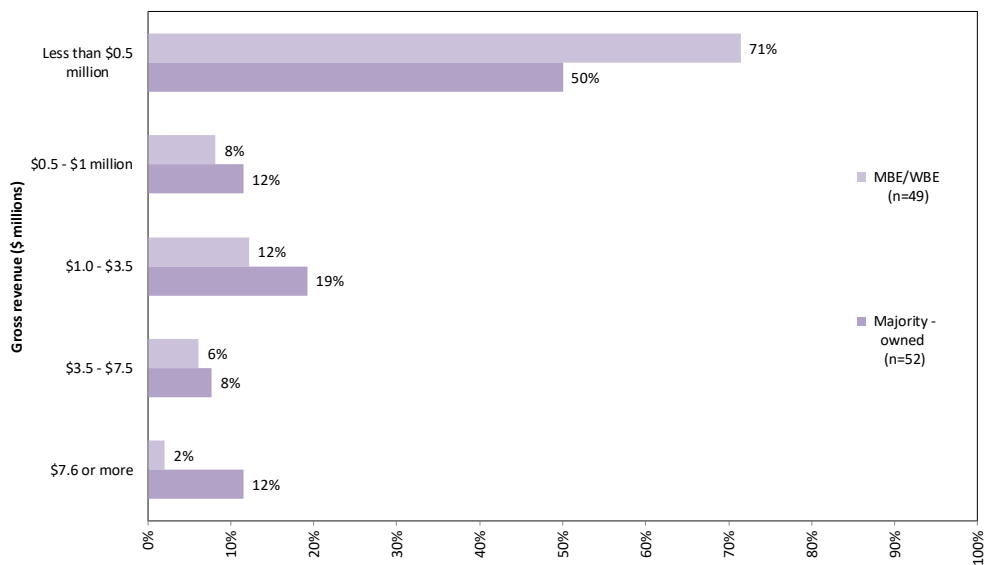
Source: Keen Independent Research from 2019 availability interviews.

Other services. Minority- and women-owned other services firms were more likely to report lower average annual revenue than majority-owned other services firms in the Baton Rouge MSA.

- About 71 percent of MBEs and WBEs indicated average revenue of less than \$500,000, while only one-half of majority-owned other services businesses reported revenue in that range.
- A higher portion of majority-owned firms (12%) than MBE/WBEs (2%) reported revenue of \$7.6 million or more.

Figure H-23.

Average annual gross revenue of company over previous three years, Baton Rouge MSA other services industry



Note: “MBE/WBE” represents minority-owned firms and white women-owned firms, “Majority-owned” represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Relative Bid Capacity

Some legal cases regarding race- and gender-conscious contracting programs have considered the importance of the “relative capacity” of businesses included in an availability analysis.²³ Keen Independent directly measured bid capacity in its availability analysis.²⁴

Through this analysis, Keen Independent was able to distinguish firms based on the largest contracts or subcontracts they had performed or bid on (i.e., “bid capacity” as used in this study). Although additional measures of capacity may be theoretically possible, the bid capacity concept can be articulated and quantified for individual firms for specific time periods.

Data. The availability analysis produced a database of construction, professional services and other services businesses for which bid capacity could be examined. (Keen Independent does not examine largest bids for goods as these contracts are often bid as indefinite quantity contracts with unit prices.)

“Relative bid capacity” for a business is measured as the largest contract or subcontract that the business performed or reported that they had bid on within the five years preceding when Keen Independent interviewed it.

Results. As shown in Figure H-24, relatively few firms reported performing or bidding on contracts of \$20 million or more. Most companies indicated that their largest contract was less than \$100,000. For example, in construction, 41 percent of MBE/WBEs indicated that the largest contract they had bid on or been awarded was less than \$100,000. Majority-owned construction firms were more likely than minority- and women-owned firms to report bidding on contracts of \$100,000 or more.

Among professional services firms, MBE/WBEs (88%) were more likely than majority-owned firms (68%) to indicate a bid capacity of \$1 million or less.

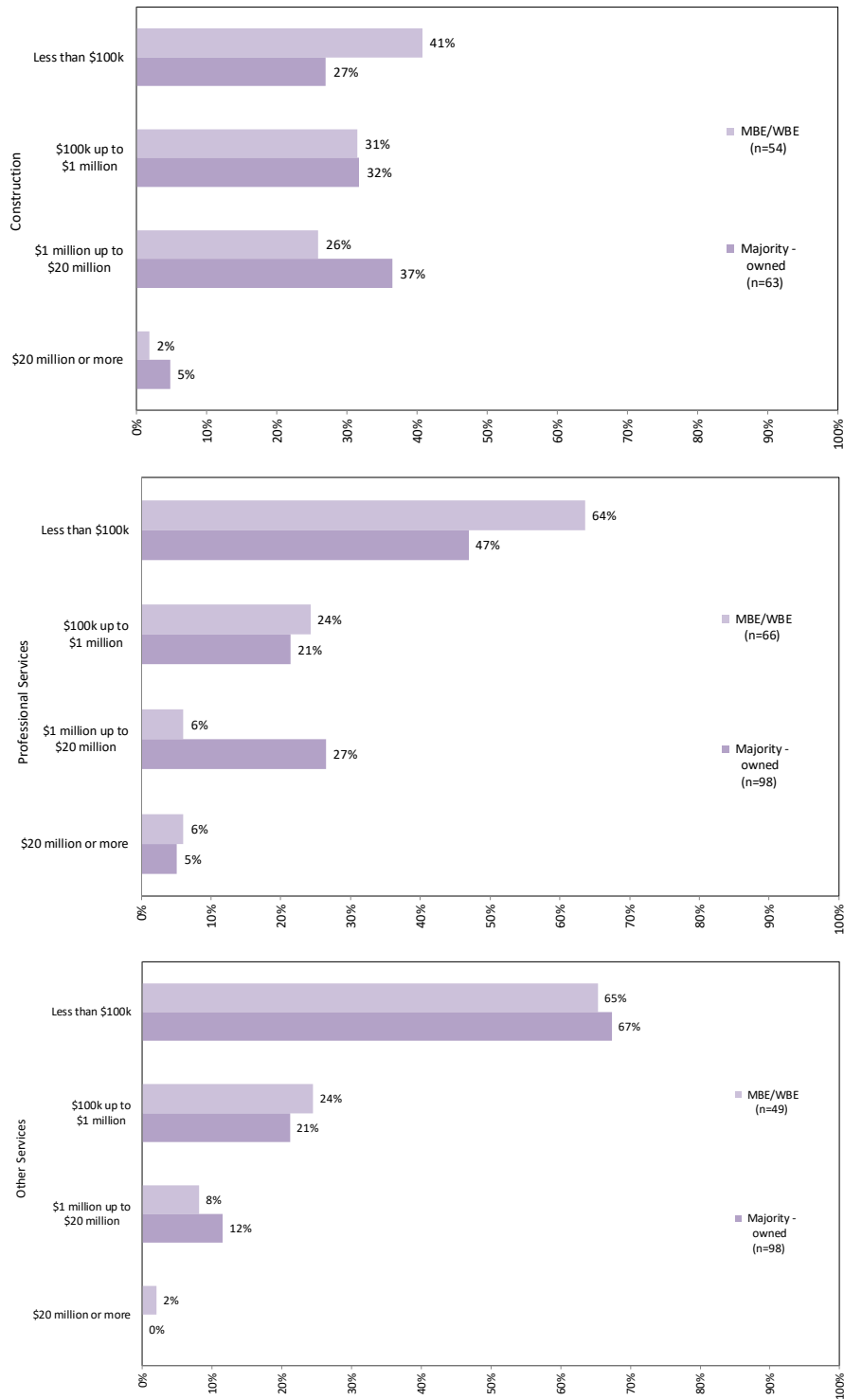
For other services firms, similar proportions of MBE/WBEs and majority-owned firms reported bid capacities of \$1 million or less (89% and 88%, respectively).

²³ For example, see the decision of the United States Court of appeals for the Federal Circuit in *Rothe Development Corp. v. U.S. Department of Defense*, 545 F.3d 1023 (Fed. Cir. 2008).

²⁴ See Appendix C for details about the availability interview process.

Figure H-24.

Largest contract bid on or awarded (bid capacity) by industry for construction, professional services and other services firms in the Baton Rouge MSA



Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Above median bid capacity. Keen Independent further explored bid capacity on a subindustry level. Subindustries such as bridge and elevated highway construction tend to involve large projects. Other subindustries, such as landscape installation contracting, typically involve smaller contracts. Figure H-25 reports the median relative bid capacity among Baton Rouge MSA businesses in 40 subindustries. Results categorized companies according to their primary line of business.

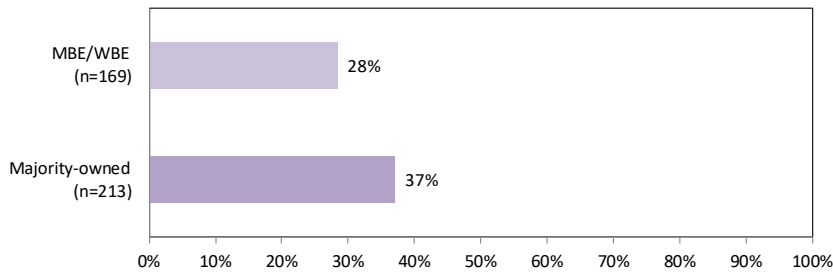
Figure H-25.
Median relative capacity of Baton Rouge MSA businesses by subindustry

| Subindustry | Median bid capacity |
|---|----------------------------------|
| Construction industry | |
| Underground utilities work | \$1.1 million to \$3.5 million |
| Wastewater and sewage treatment plant work | Less than \$0.5 million |
| Road construction and paving | \$3.6 million to \$7.5 million |
| Bridge and elevated highway construction | \$24.1 million to \$27.5 million |
| Concrete flatwork | \$1.1 million to \$3.5 million |
| Excavation, site prep, grading and drainage | \$7.6 million to \$11 million |
| Guardrails, fencing and signs | Less than \$0.5 million |
| Wrecking and demolition | \$1.1 million to \$3.5 million |
| Remediation and clean-up | \$11.1 million to \$15 million |
| Office and public building construction | \$3.6 million to \$7.5 million |
| Sports and recreational facility construction | \$0.6 million to \$1 million |
| Electrical work | Less than \$0.5 million |
| Landscape installation contracting | \$0.5 million |
| Plumbing, heating and air conditioning | \$0.6 million to \$1 million |
| Roofing | Less than \$0.5 million |
| Plastering, drywall and insulation work | \$0.6 million to \$1 million |
| Other - construction | \$0.6 million to \$1 million |
| Professional services industry | |
| Architecture and engineering | \$0.6 million to \$1 million |
| Landscape architecture | Less than \$0.5 million |
| Construction management | \$3.6 million to \$7.5 million |
| Environmental consulting | \$0.6 million to \$1 million |
| Inspection and testing | Less than \$0.5 million |
| Real estate consulting and appraisal | Less than \$0.5 million |
| IT and data services | Less than \$0.5 million |
| Business research and consulting | Less than \$0.5 million |
| Advertising, marketing, graphic design and public relations | Less than \$0.5 million |
| Other - professional services | Less than \$0.5 million |
| Other services industry | |
| Waste collection and disposal | \$1.1 million to \$3.5 million |
| Building cleaning and maintenance | Less than \$0.5 million |
| Landscape maintenance | Less than \$0.5 million |
| Facilities operation and support | Less than \$0.5 million |
| Security guard services | Less than \$0.5 million |
| Security systems services | \$1.1 million to \$3.5 million |
| Sewer cleaning and inspection | \$1.1 million to \$3.5 million |
| Pest control | Less than \$0.5 million |
| Equipment repair services | Less than \$0.5 million |
| Staffing services | Less than \$0.5 million |
| Construction equipment rental | \$0.5 million |
| Catering | Less than \$0.5 million |
| Other - services | Less than \$0.5 million |

Source: Keen Independent Research from 2019 availability interviews.

Comparison of above median bid capacity for MBEs, WBEs and majority-owned firms. Based on the median bid capacity figures identified in Figure H-26, Keen Independent classified firms into “above median bid capacity,” “at median bid capacity” and “below median bid capacity” for their subindustry. About 28 percent of minority- or woman-owned businesses had above median bid capacity for their subindustry compared with 37 percent of majority-owned firms. However, this difference was not statistically significant.

Figure H-26.
Percent of firms above median bid capacity for their subindustry,
Baton Rouge MSA, 2019



Source: Keen Independent Research from 2019 availability interviews.

Availability Interview Results Concerning Potential Barriers

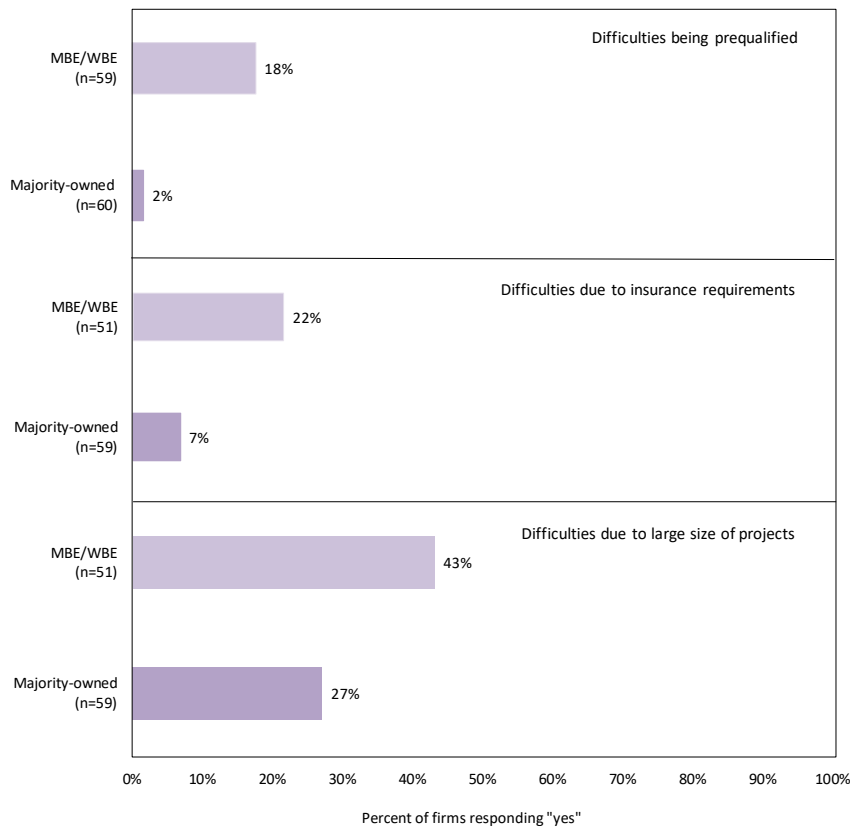
As part of the availability interviews conducted with Baton Rouge businesses, Keen Independent asked firm owners and managers if they had experienced barriers or difficulties associated with starting or expanding a business or with obtaining work. Appendix D explains the survey process and provides the survey questions.

Results for interview questions are discussed within the context of the relevant study industry; some questions were industry-specific and not asked of all available businesses. The analysis is grouped into three sets for each study industry: barriers related to project requirements, barriers to learning about bid opportunities and barriers related to receipt of payment.

Construction. In the availability survey, construction firms were asked about being prequalified for work, insurance requirements and whether project size was a barrier to bidding. Figure H-27 shows these results.

- Eighteen percent of MBE/WBEs reported difficulties being prequalified for work, compared with only 2 percent of majority-owned firms.
- A larger percentage of MBE/WBEs (22%) than majority-owned firms (7%) reported that insurance requirements on contracts were a barrier to bidding.
- MBE/WBEs (43%) were more likely than majority-owned construction firms (27%) to indicate that large contract size presented a barrier to bidding.

Figure H-27.
Responses to availability interview questions concerning insurance, prequalification and size of projects, Baton Rouge MSA construction firms

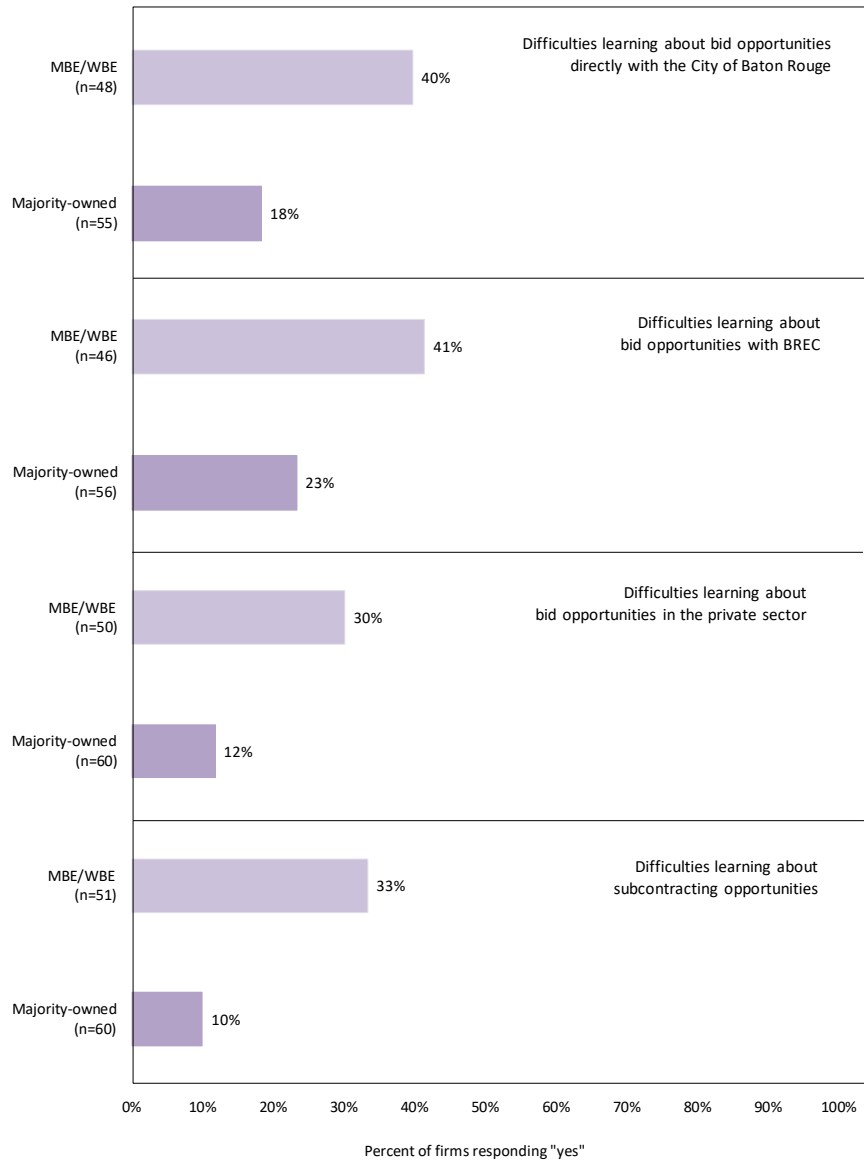


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

The survey also asked construction firms about any difficulties learning about bid opportunities. More MBE/WBEs than majority-owned firms, indicated difficulties learning about bid opportunities with the City of Baton Rouge, with BREC (the Recreation and Park Commission for the Parish of East Baton Rouge), in the private sector and with prime contractors. These results are presented in Figure H-28.

Figure H-28.
Responses to availability interview questions concerning learning about work, Baton Rouge MSA construction firms



Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Figure H-29 examines the proportion of firms reporting difficulty receiving payments and approvals. Relatively few construction businesses reported difficulty receiving payment from the City-Parish or BREC. More survey respondents indicated difficulty receiving payment from primes and from other customers, but there was little indication of greater difficulty for MBE/WBE construction firms.

Figure H-29.
Responses to availability interview questions concerning receipt of payments and approval of work, Baton Rouge MSA construction firms



Note: “MBE/WBE” represents minority-owned firms and white women-owned firms, “Majority-owned” represents non-Hispanic white male-owned firms.

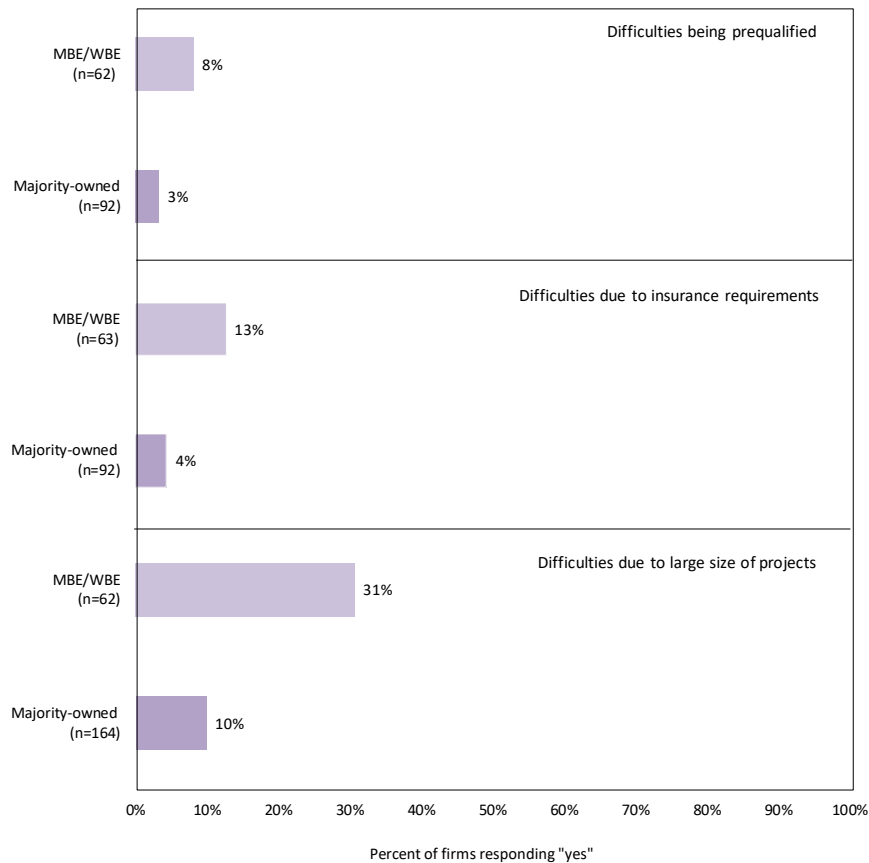
Source: Keen Independent Research from 2019 availability interviews.

Professional services. The study team asked similar questions about marketplace barriers in the availability interviews with professional services firms.

Compared to majority-owned firms, relatively more minority- and woman-owned firms reported difficulties due to insurance requirements and large project size.

Figure H-30.

Responses to availability interview questions concerning prequalification, insurance and size of projects, Baton Rouge MSA professional services firms



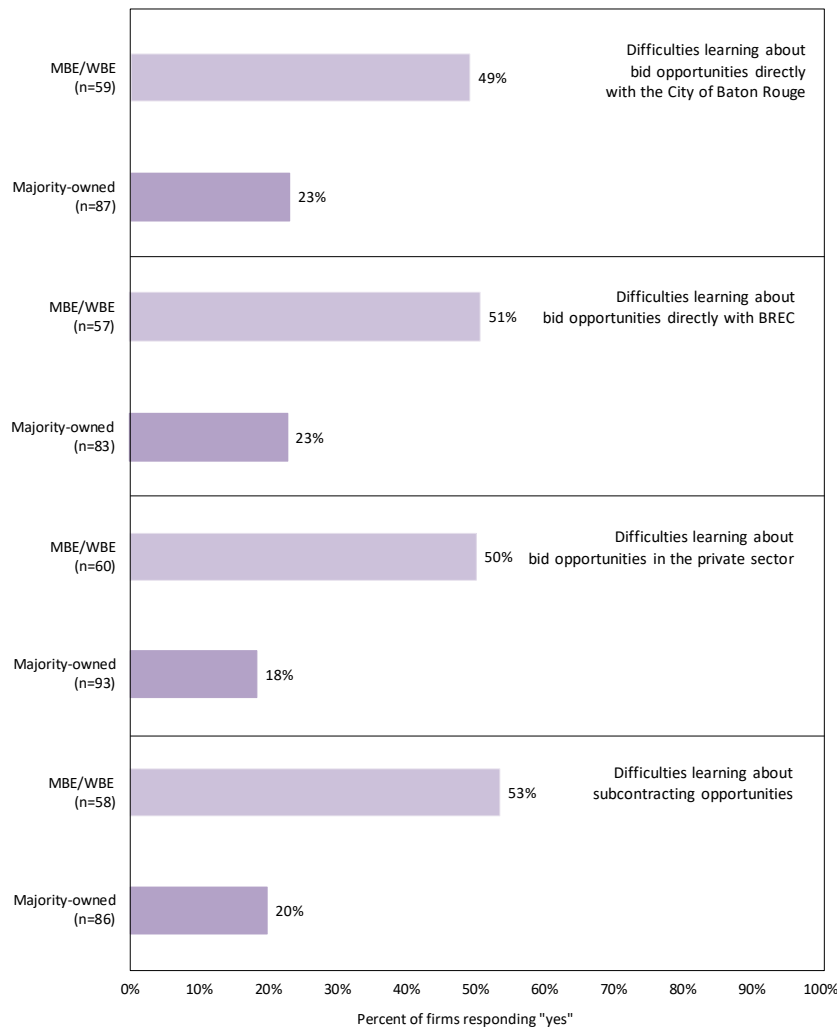
Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Compared with majority-owned firms, a larger proportion of minority- and woman-owned professional services firms reported difficulties learning about bid opportunities with Baton Rouge public agencies, prime contractors and private sector customers.

- For example, about one-half of MBE/WBEs indicated difficulties learning about bid opportunities directly with the City of Baton Rouge or with BREC. Only 23 percent of majority-owned professional services firms reported such difficulties.
- As shown in Figure H-31, relatively more MBE/WBEs than majority-owned firms indicated difficulties learning about private sector opportunities and difficulties learning about subcontracting opportunities.

Figure H-31.
Responses to availability interview questions concerning learning about work, Baton Rouge MSA professional services firms

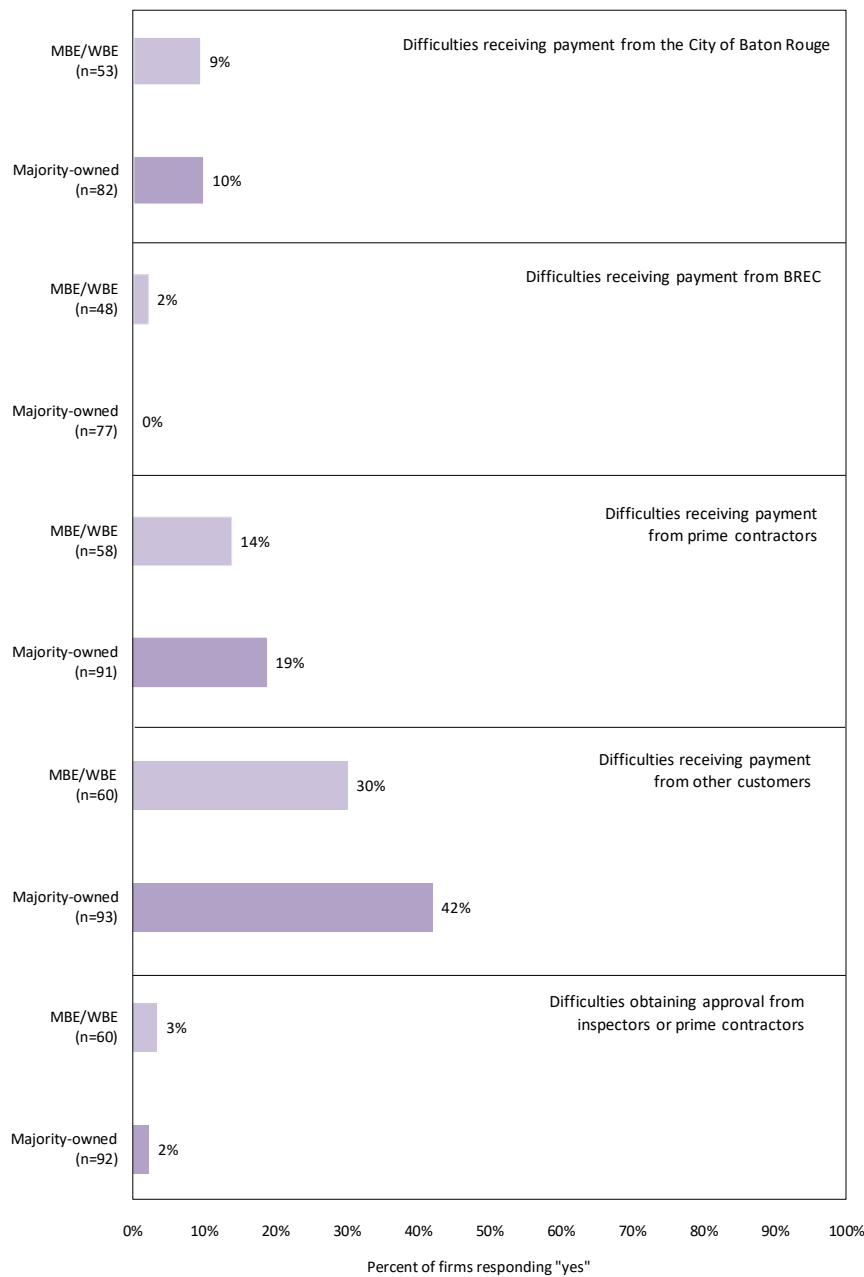


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Results in Figure H-32 indicate that MBE/WBE professional services firms were no more likely than majority-owned companies to report difficulties receiving payment from the City-Parish, BREC, prime contractors or other customers.

Figure H-32.
Responses to availability interview questions concerning receipt of payments and approval of work, Baton Rouge MSA professional services firms

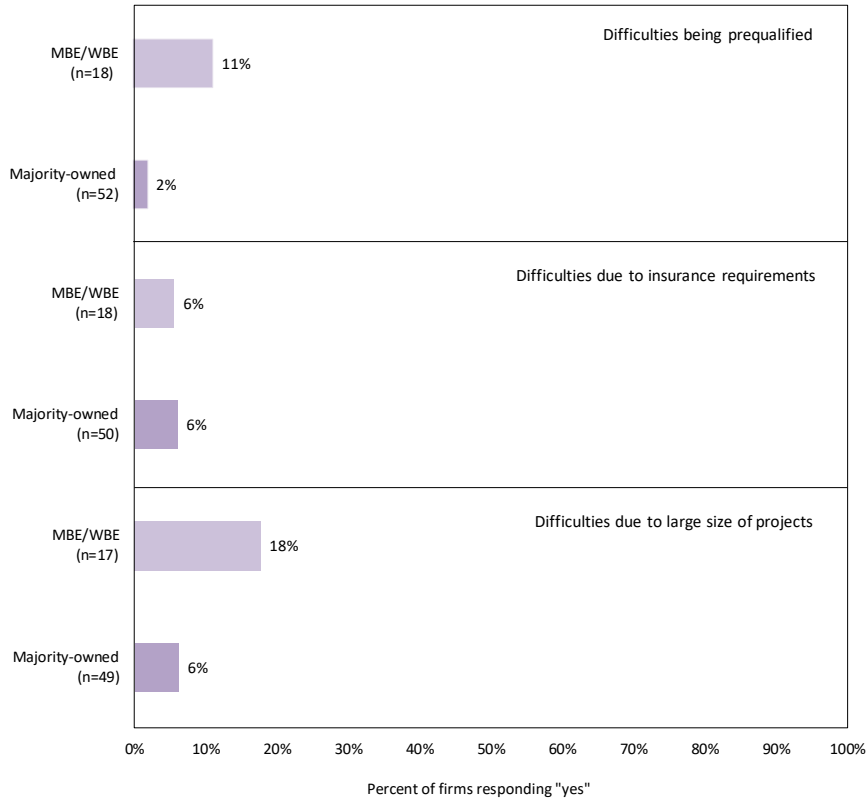


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Goods. Keen Independent also examined any difficulties being prequalified, or difficulties due to insurance or large project size for goods firms. Figure H-33 provides these results. More MBE/WBEs reported difficulties being prequalified (11%) and difficulties due to large size of projects (18%) than majority-owned goods firms (2% and 6%, respectively), but the small number of respondents of MBE/WBE goods firms makes it difficult to interpret these differences.

Figure H-33.
Responses to availability interview questions concerning prequalification, insurance and size of projects Baton Rouge MSA goods firms

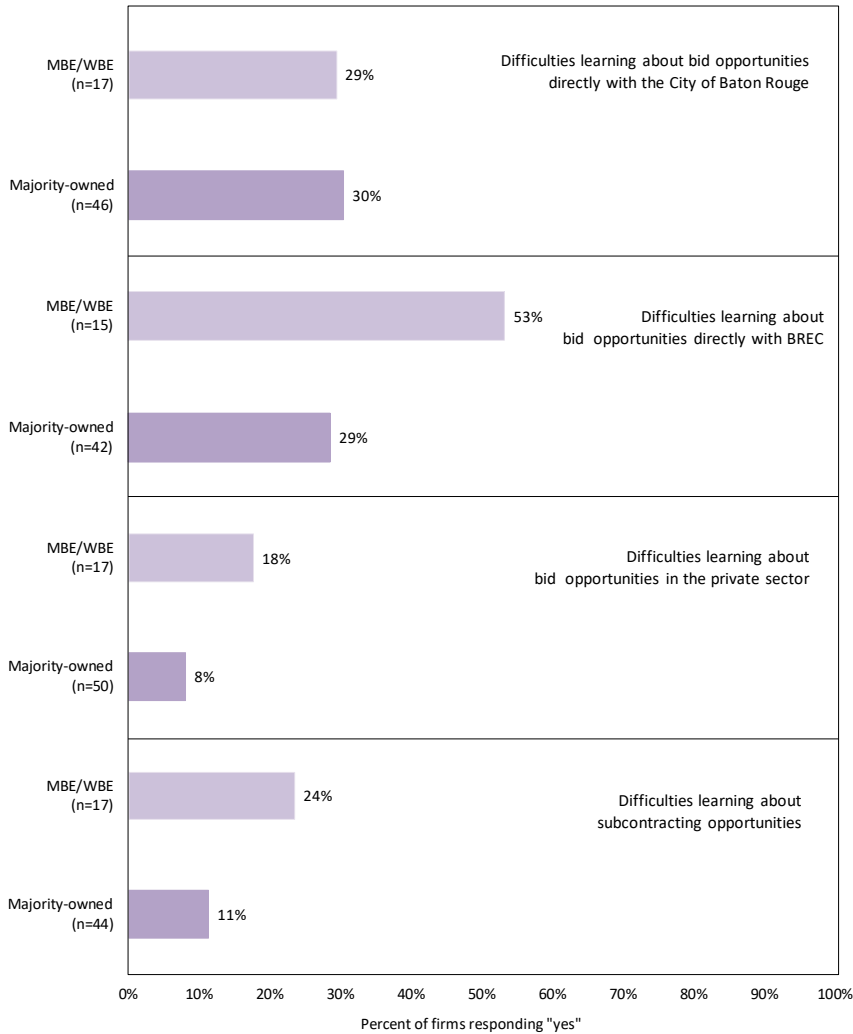


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

As in other industries, goods firms were also asked about any difficulties learning about bid opportunities. Results in Figure H-34 suggest that a larger proportion of MBE/WBE goods firms have difficulties learning about bid opportunities directly with BREC, in the private sector and with prime contractors when compared with majority-owned firms. Similar to other responses for goods firms, the small number of MBE/WBE respondents makes further interpretation difficult.

Figure H-34.
 Responses to availability interview questions concerning learning about work,
 Baton Rouge MSA goods firms

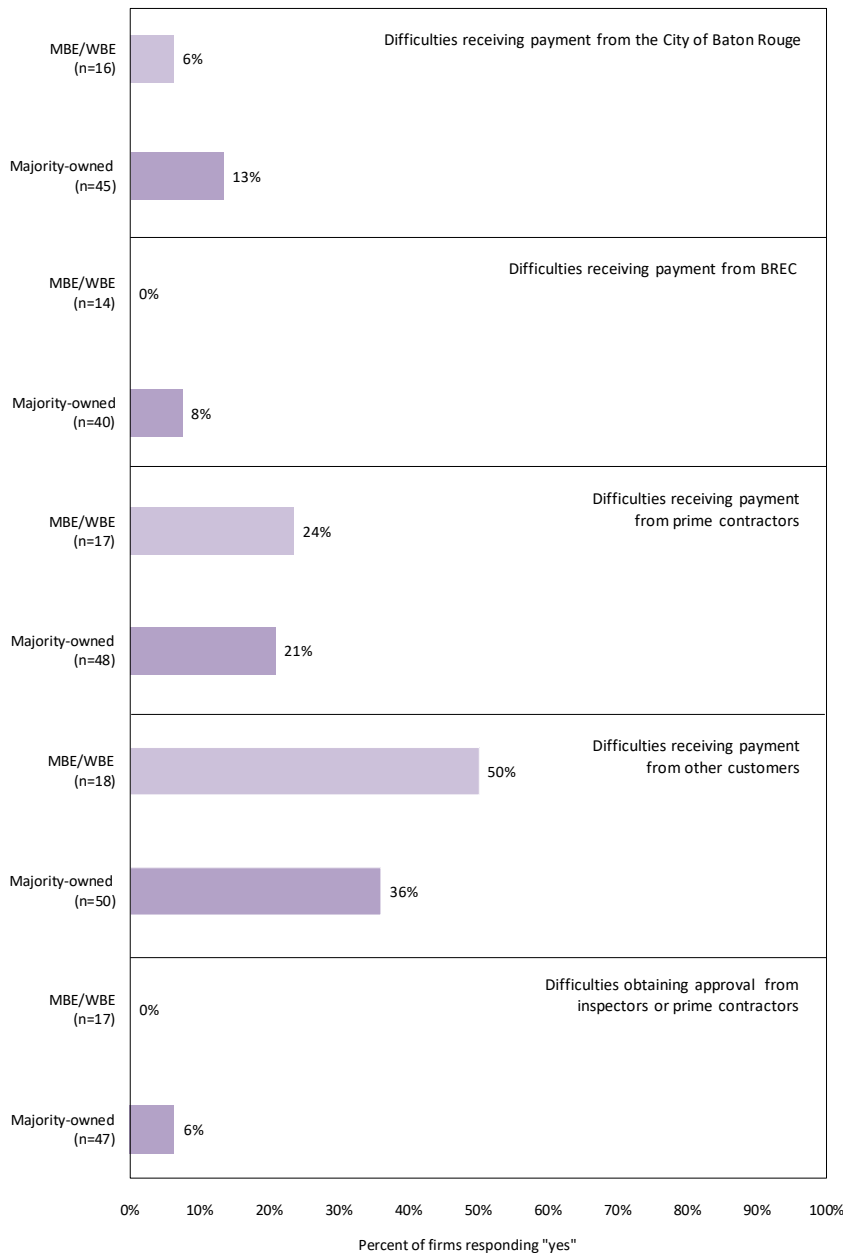


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Goods firms were asked about receipt of payment and approval of work. The results are presented in Figure H-35. Overall, there was little indication that MBE/WBE goods firms had more difficulty receiving payment than majority-owned goods firms.

Figure H-35.
Responses to availability interview questions concerning receipt of payments and approval of work, Baton Rouge MSA goods firms



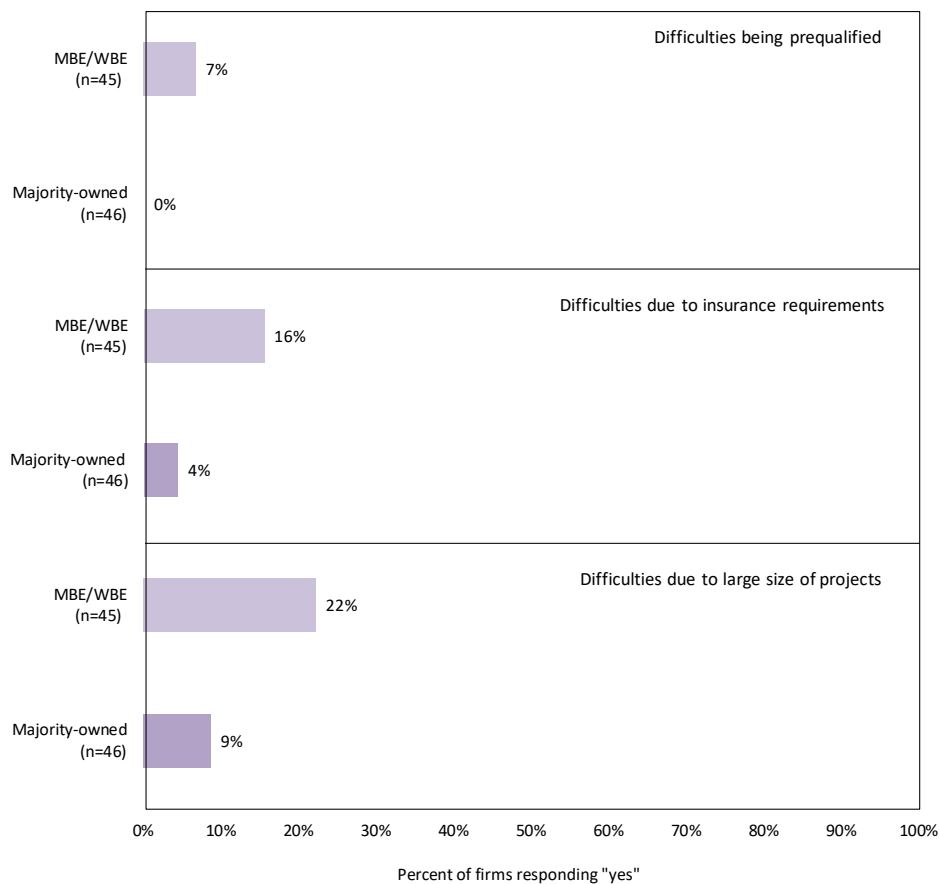
Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Other services. Keen Independent also examined any difficulties in being prequalified or due to insurance or large project size for other services firms in the Baton Rouge MSA. Figure H-36 presents these results.

- A larger portion of minority- and woman-owned firms indicated difficulties due to insurance requirements (16%) than majority-owned firms (4%).
- Minority- and woman-owned firms (22%) were more likely than majority-owned firms (9%) to report difficulties due to large size of projects.

Figure H-36.
Responses to availability interview questions concerning prequalification, insurance and size of projects, Baton Rouge MSA other services firms

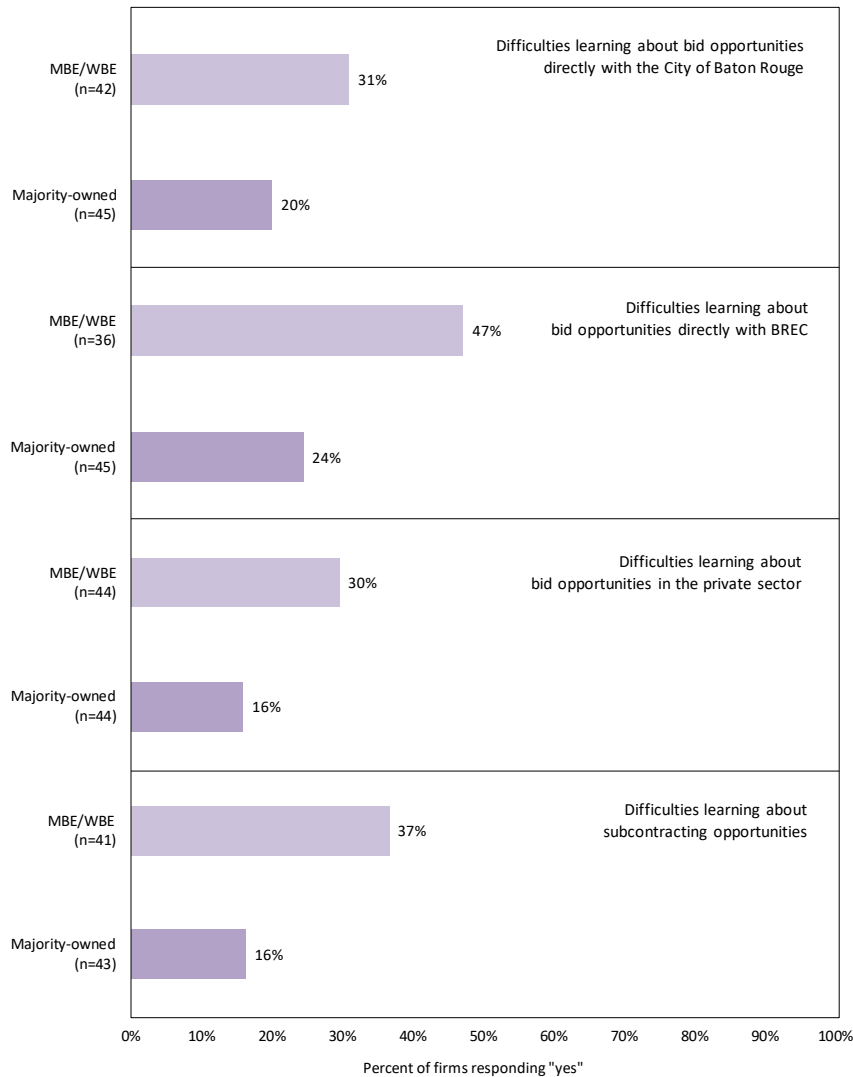


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

When compared with majority-owned firms, a larger proportion of minority- and woman-owned other services firms reported difficulties learning about bid opportunities directly with the City of Baton Rouge, with BREC, in the private sector and as a subcontractor. Figure H-37 presents these results.

Figure H-37.
Responses to availability interview questions concerning learning about work, Baton Rouge MSA other services firms

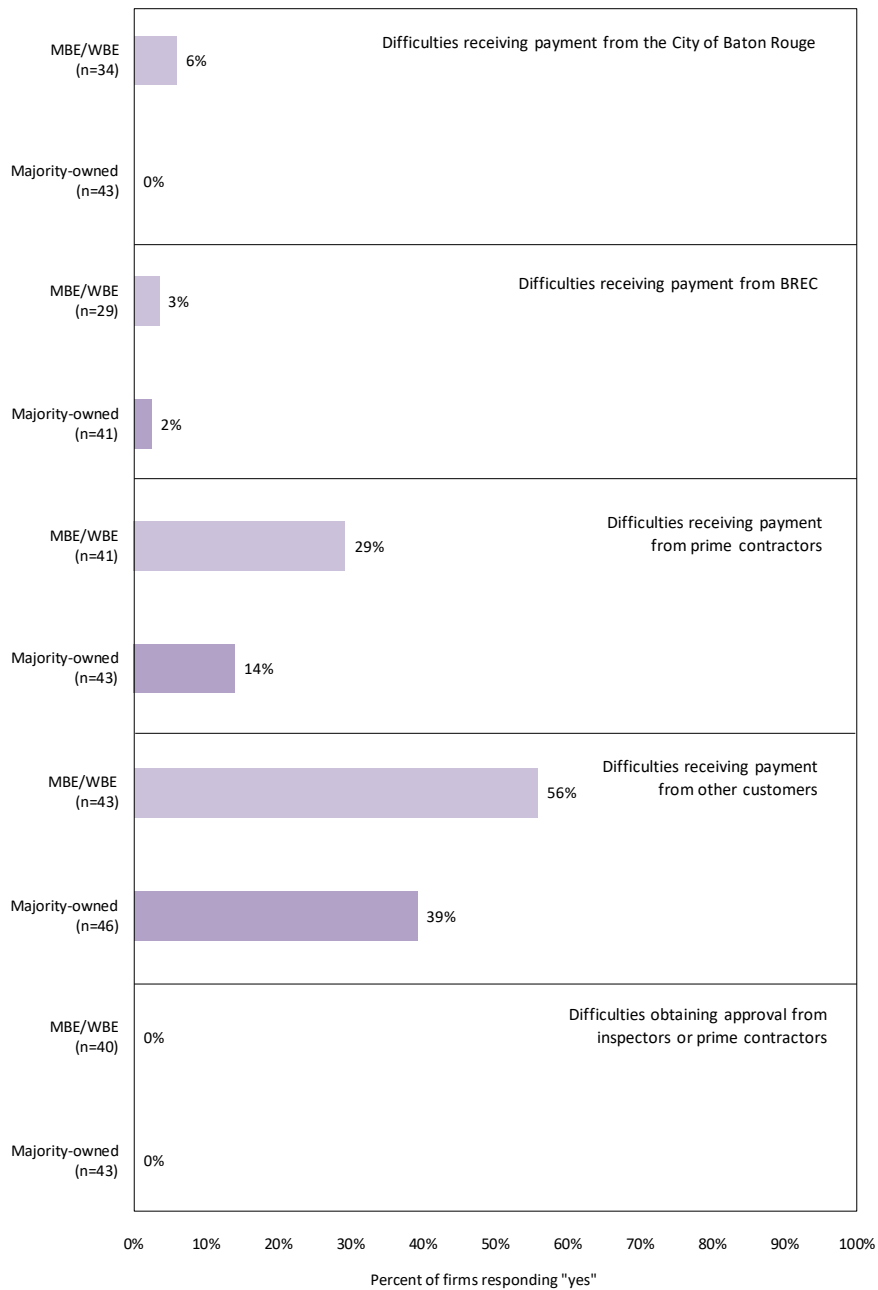


Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Minority- and women-owned firms were more likely to report difficulties receiving payment from prime contractors and from other customers compared with majority-owned firms. Very few firms indicated difficulty receiving payment from the City-Parish or BREC.

Figure H-38.
Responses to availability interview questions concerning receipt of payments and approval of work, Baton Rouge MSA other services firms



Note: "MBE/WBE" represents minority-owned firms and white women-owned firms, "Majority-owned" represents non-Hispanic white male-owned firms.

Source: Keen Independent Research from 2019 availability interviews.

Summary

The study team used the 2010 SBA study of minority business dynamics to examine business closures, expansions and contractions. That study found that, between 2002 and 2006, 29 percent of non-publicly held U.S. businesses had expanded their employment, 24 percent had contracted their employment and 30 percent had closed. In Louisiana:

- Among the racial/ethnic groups examined, African American-owned firms in all industries were the most likely to close and the least likely to expand.
- Asian American-owned businesses were more likely to contract and less likely to expand than white-owned businesses.

The study team examined several different datasets to analyze business receipts and earnings for minority- and female-owned businesses.

- Analysis of 2012 SBO data indicated that, in Louisiana, average receipts for all minority-, Hispanic- and women-owned businesses were lower compared to those of white-, non-Hispanic and male-owned businesses.
- Data from 2013–2017 ACS indicated that, in the Baton Rouge MSA:
 - Minority-owned businesses earned less than non-Hispanic white business owners in the construction and other services industries (statistically significant differences); and
 - Female business owners earned less than male business owners in the professional services industry (statistically significant difference).
- Regression analyses using U.S. Census Bureau data for business owner earnings indicated that the statistically significant effect of race on business earnings in the other services industry persisted after statistically controlling for certain gender-neutral factors.
- Data from availability surveys conducted for this study showed that, across the construction, professional services, goods and other services industries in the Baton Rouge MSA, MBE/WBEs were more likely to be low-revenue firms compared with majority-owned firms.

Answers to questions concerning marketplace barriers in the availability survey indicated that relatively more minority- and women-owned businesses than majority-owned firms face the following barriers:

- Being prequalified for work for construction and goods firms;
- Insurance requirements (among construction, professional services and other services firms);
- Large project sizes;
- Learning about bid opportunities with the City of Baton Rouge (among construction, professional services and other services firms); and
- Learning about bid opportunities with BREC, in the private sector and with prime contractors.

There was little indication that more MBE/WBEs have difficulty receiving payment compared with majority-owned firms, and very few firms overall indicated difficulty receiving payment from the City-Parish or BREC.

In summary, analysis of many different data sources and measures indicates evidence of disparities in marketplace outcomes and barriers for minority- and women-owned businesses in the Baton Rouge MSA.

APPENDIX I.

Description of Data Sources for Marketplace Analyses

To perform the marketplace analyses presented in Appendices E through H, the study team used data from a range of sources, including:

- The 2013–2017 five-year American Community Survey (ACS), conducted by the U.S. Census Bureau;
- Federal Reserve Board’s 2003 Survey of Small Business Finances (SSBF);
- The 2012 Survey of Business Owners (SBO), conducted by the U.S. Census Bureau;
- The 2016 Annual Survey of Entrepreneurs (ASE), conducted by the U.S. Census Bureau; and
- Home Mortgage Disclosure Act (HMDA) data provided by the Federal Financial Institutions Examination Council (FFIEC).

The following sections provide further detail on each data source, including how the study team used it in its marketplace analyses. (See Appendix D for a description of the availability survey.)

U.S. Census Bureau PUMS Data

Focusing on the construction, professional services, goods and other services industries, the study team used PUMS data to analyze:

- Demographic characteristics;
- Measures of financial resources; and
- Self-employment (business ownership).

PUMS data offer several features ideal for the analyses reported in this study, including historical cross-sectional data, stratified national and local samples, and large sample sizes that enable many estimates to be made with a high level of statistical confidence, even for subsets of the population (e.g., racial/ethnic and occupational groups).

The study team obtained selected Census and ACS data from the Minnesota Population Center’s Integrated Public Use Microdata Series (IPUMS). The IPUMS program provides online access to customized, accurate datasets.¹ For the analyses contained in this report, the study team used the 2013–2017 five-year ACS sample.

¹ Steven Ruggles, Sarah Flood, Ronald Goeken, Josiah Grover, Erin Meyer, Jose Pacas, and Matthew Sobek. IPUMS USA: Version 9.0 [dataset]. Minneapolis, MN: IPUMS, 2019. <https://doi.org/10.18128/D010.V9.0>

2013–2017 ACS. The study team examined 2013–2017 ACS data obtained through IPUMS. The U.S. Census Bureau conducts the ACS which uses monthly samples to produce annually updated data for the same small areas as the 2000 Census long form.² Since 2005, the Census has conducted monthly surveys based on a random sample of housing units in every county in the U.S. (along with the District of Columbia and Puerto Rico). Currently, these surveys cover roughly one percent of the population per year. The 2013–2017 ACS five-year estimates represent average characteristics over the five-year period of time and correspond to roughly 5 percent of the population. For the Baton Rouge Metropolitan Statistical Area (MSA), the 2013–2017 ACS dataset includes 31,579 observations which — according to person-level weights — represent 828,271 individuals.

Categorizing individual race/ethnicity. To define race/ethnicity, the study team used the IPUMS race/ethnicity variables — RACED and HISPAN — to categorize individuals into six groups:

- African American;
- Asian American;
- Hispanic American;
- Native American;
- Other minority (unspecified); and
- Non-Hispanic white.

The study team created the race definitions using a rank ordering methodology similar to that used in the 2000 Census data dictionary. An individual was considered “non-Hispanic white” if they did not report Hispanic ethnicity and indicated being white only — not in combination with any other race group. Using the rank ordering methodology, an individual who identified multiple races or ethnicities was placed in the reported category with the highest ranking in the study team’s ordering. African American is first, followed by Native American and Asian American. For example, if an individual identified himself or herself as “Korean,” that person was placed in the Asian American category. If the individual identified himself or herself as “Korean” in combination with “Black,” the individual was considered African American.

- The Asian American category included the following groups: Burmese, Cambodian, Chamorro, Chinese, Fijian, Filipino, Guamanian, Hmong, Indonesian, Japanese, Korean, Laotian, Malaysian, Mongolian, Native Hawaiian, Samoan, Taiwanese, Thai, Tongan and Vietnamese. This category also included other Polynesian, Melanesian and Micronesian groups, as well as individuals identified as Pacific Islanders, Asian Indian (Hindu), Bangladeshi, Bhutanese, Nepalis, Pakistani and Sri Lankan.
- The Native American group included American Indian and Alaska Native as well as Latin American Indian groups.

² U.S. Census Bureau. *Design and Methodology: American Community Survey*. Washington D.C.: U.S. Government Printing, 2009. Available at https://www.census.gov/content/dam/Census/library/publications/2010/acs/acs_design_methodology.pdf

- If an individual was identified with any of the above groups and an “other race” group, the individual was categorized into the known category. Individuals identified as “other race,” “Hispanic and other race” or “white and other race” were categorized as “other minority.”

Veteran status. Keen Independent included veteran status (VETSTAT) in analyses where sample sizes were sufficiently large. Individuals were considered a non-veteran if they were not a veteran or were under the age of 17.

Service-disabled veteran status. Keen Independent used service-disabled veteran status (VETDISAB) when sample sizes were sufficiently large. Individuals were considered service-disabled veterans if they reported a disability that was incurred or aggravated during active military service.

Education variables. The study team used the variable indicating respondents’ highest level of educational attainment (EDUCD) to classify individuals into four categories: less than high school, high school diploma (or equivalent), some college or associate degree and bachelor’s degree or higher.

Home ownership and home value. Rates of home ownership were analyzed using the RELATED variable to identify heads of household and the OWNERSHPD variable to define tenure. Heads of households living in dwellings owned free and clear, and dwellings owned with a mortgage or loan (OWNERSHPD codes 12 or 13) were considered homeowners. Median home values are estimated using the VALUEH variable, which reports the value of housing units in contemporary dollars. In the 2013–2017 ACS, home value is a continuous variable (rounded to the nearest \$1,000) and median estimation is straightforward.

Definition of workers. Analyses involving worker class, industry and occupation include workers 16 years of age or older who are employed within the industry or occupation in question. Analyses involving all workers regardless of industry, occupation or class include both employed persons and those who are unemployed but seeking work and are over the age of 16.

Business ownership. The study team used the Census-detailed “class of worker” variable (CLASSWKD) to determine self-employment. The variable classifies individuals into one of eight categories, shown in Figure I-1. The study team counted individuals who reported being self-employed — either for an incorporated or a non-incorporated business — as business owners.

Figure I-1.
Class of worker variable code in the 2013–2017 ACS

Source:
Keen Independent Research from the IPUMS
program: <http://usa.ipums.org/usa/>.

| Description | 2013–2017 ACS CLASSWKRD codes |
|---------------------------------|-------------------------------|
| N/A | 0 |
| Self-employed, not incorporated | 13 |
| Self-employed, incorporated | 14 |
| Wage/salary, private | 22 |
| Wage/salary at nonprofit | 23 |
| Federal government employee | 25 |
| State government employee | 27 |
| Local government employee | 28 |
| Unpaid family worker | 29 |

Business earnings. The study team used the Census “business earnings” variable (INCBUS00) to analyze business income by race/ethnicity and gender. The study team included business owners age 16 and over with positive earnings in the analyses.

Study industries. The marketplace analyses focus on four industries: construction, professional services, goods and other services industries. The study team used the IND variable to identify individuals as working in one of these industries. That variable includes several hundred industry and sub-industry categories. Figure I-2 identifies the IND codes used to define each study area.

Figure I-2.
 2013–2017 Census industry codes used for construction, professional services, goods
 and other services

| Study industry | 2013–2017 ACS IND codes | Description |
|-----------------------|---|--|
| Construction | 0770 | Construction industry |
| Professional services | 7270, 7280, 7290, 7370, 7380, 7390, 7460, 7470, 7480, 7490 | Legal services; accounting, tax preparation, bookkeeping and payroll services; architectural, engineering and related services; specialized design services; computer systems design and related services; management, scientific and technical consulting services; scientific research and development services; advertising and related services; veterinary services; other professional, scientific and technical services |
| Goods | 0470, 2570, 4070, 4080, 4090, 4170, 4180, 4195, 4265, 4270, 4280, 4290, 4370, 4380, 4390, 4470, 4480, 4490, 4560, 4570, 4580, 4585, 4590, 4670, 4680, 4870, 4880, 5480, 5680 | Nonmetallic mineral mining and quarrying and not specified type of mining; cement, concrete, lime and gypsum product manufacturing; motor vehicles, parts and supplies, merchant wholesalers; furniture and home furnishing, merchant wholesalers; lumber and other construction materials, merchant wholesalers; professional and commercial equipment and supplies, merchant wholesalers; metals and minerals, except petroleum, merchant wholesalers; electrical goods, merchant wholesalers; hardware, plumbing and heating equipment and supplies, merchant wholesalers; machinery, equipment and supplies, merchant wholesalers; recyclable material, merchant wholesalers; miscellaneous durable goods, merchant wholesalers; paper and paper products, merchant wholesalers; drugs, sundries, and chemical and allied products, merchant wholesalers; apparel, fabrics and notions, merchant wholesalers; groceries and related products, merchant wholesalers; farm product raw materials, merchant wholesalers; petroleum and petroleum products, merchant wholesalers; alcoholic beverages, merchant wholesalers; farm supplies, merchant wholesalers; miscellaneous nondurable goods, merchant wholesalers; wholesale electronic markets, agents and brokers; not specified wholesale trade; automobile dealers; other motor vehicle dealers; building material and supplies dealers; hardware stores; office supplies and stationery stores; fuel dealers |
| Other services | 6170, 7580, 7590, 7680, 7690, 7770, 7780, 7790, 8770, 8790, 8870 | Truck transportation; employment services; business support services; investigation and security services; services to buildings and dwellings (except cleaning during construction and immediately after construction); landscaping services; other administrative and other support services; waste management and remediation services; automotive repair and maintenance; electronic and precision equipment repair and maintenance; commercial and industrial machinery and equipment repair and maintenance |

Source: Keen Independent Research from the IPUMS program: <http://usa.ipums.org/usa/>.

Industry occupations. The study team also examined workers by occupation within the construction industry using the PUMS variable OCC. Figure I-3 summarizes the 2013–2017 ACS OCC codes used in the study team’s analyses.

Figure I-3.
2013–2017 ACS occupation codes used to examine workers in construction

| 2013–2017 ACS occupational title and code | Job description |
|---|---|
| Construction managers 2013–17 Code: 20, 220 | Plan, direct, coordinate or budget, usually through subordinate supervisory personnel, activities concerned with the construction and maintenance of structures, facilities and systems. Participate in the conceptual development of a construction project and oversee its organization, scheduling and implementation. Include specialized construction fields, such as carpentry or plumbing. Include general superintendents, project managers and constructors who manage, coordinate and supervise the construction process. |
| Miscellaneous managers 2013–17 Code: 430 | All managers not listed separately. |
| First-line supervisors of construction trades and extraction workers 2013–17 Code: 6200 | Directly supervise and coordinate the activities of construction or extraction workers. |
| Carpenters 2013–17 Code: 6230 | Construct, erect, install or repair structures and fixtures made of wood, such as concrete forms, building frameworks, including partitions, joists, studding, rafters, wood stairways, window and door frames, and hardwood floors. |
| Construction laborers 2013–17 Code: 6260 | Perform tasks involving physical labor at building, highway and heavy construction projects, tunnel and shaft excavations, and demolition sites. May operate hand and power tools of all types: air hammers, earth tampers, cement mixers, small mechanical hoists, surveying and measuring equipment, and a variety of other equipment and instruments. May clean and prepare sites, dig trenches, set braces to support the sides of excavations, erect scaffolding, clean up rubble and debris, and remove asbestos, lead and other hazardous waste materials. May assist other craft workers. Exclude construction laborers who primarily assist a particular craft worker, and classify them under “Helpers, Construction Trades.” |
| Electricians 2013–17 Code: 6355 | Install, maintain and repair electrical wiring, equipment and fixtures. Ensure that work is in accordance with relevant codes. May install or service street lights, intercom systems or electrical control systems. Exclude “Security and Fire Alarm Systems Installers.” |

Figure I-3 (continued).

2013–2017 ACS occupation codes used to examine workers in construction

| 2013–2017 ACS occupational title and code | Job description |
|--|--|
| Painters, construction and maintenance 2013–17 Code: 6420 | Paint walls, equipment, buildings, bridges and other structural surfaces, using brushes, rollers and spray guns. Remove old paint to prepare surfaces prior to painting and mix colors or oils to obtain desired color or consistency. |
| Pipelayers, plumbers, pipefitters and steamfitters 2013–17 Code: 6440 | Lay pipe for storm or sanitation sewers, drains and water mains. Perform any combination of the following tasks: grade trenches or culverts, position pipe or seal joints. Excludes “Welders, Cutters, Solderers and Brazers.” Assemble, install, alter and repair pipelines or pipe systems that carry water, steam, air or other liquids or gases. May install heating and cooling equipment and mechanical control systems. Includes sprinkler fitters. |
| Heating, air conditioning, and refrigeration mechanics and installers 2013–17 Code: 7315 | Install or repair heating, central air conditioning, or refrigeration systems, including oil burners, hot-air furnaces, and heating stoves. |

Source: Keen Independent Research from the IPUMS program: <http://usa.ipums.org/usa/>.

Survey of Small Business Finances (SSBF)

The study team used the SSBF to analyze the availability and characteristics of small business loans. The Federal Reserve Board conducted the SSBG every five years, but stopped after 2003.

The SSBF collects financial data from non-governmental for-profit firms with fewer than 500 employees. The survey uses a nationally representative sample, structured to allow for analysis of specific geographic regions, industry sectors, and racial and gender groups. The SSBF is unique as it provides detailed data on both firm and owner financial characteristics. For the purposes of this report, Keen Independent used the survey from 2003, which is available at the Federal Reserve Board website.³

Categorizing owner race/ethnicity and gender. In the 2003 SSBF, businesses were able to give responses on owner characteristics for up to three different owners. The data also included a fourth variable, a weighted average of other answers provided for each question. In order to define race/ethnicity and gender variables, the study team used the final weighted average for variables on owner characteristics. Definition of race and ethnic groups in the 2003 SSBF are slightly different than the classifications used in the 2000 Census and 2008–2012 ACS.

³ The Federal Reserve Board. *Survey of Small Business Finances, 2003*. Retrieved from <http://www.federalreserve.gov/pubs>

The SSBF classified race and ethnicity of businesses according to the following five groups:

- African American;
- Asian American;
- Hispanic American;
- Native American;
- Other (unspecified); and
- Non-Hispanic white.

A business was considered Hispanic American-owned if more than 50 percent of the business was owned by Hispanic Americans, regardless of race. All businesses that reported 50 percent or less Hispanic American ownership were included in the racial group that owned more than half of the company. No firms reported the race/ethnicity of their owners as “other.”

Similar to race, firms were classified as female-owned if more than 50 percent of the firm was owned by women. Firms owned half by women and half by men were classified as male-owned.

Defining selected industry sectors. In the 2003 SSBF, each business was classified according to Standard Industrial Classification (SIC) code and placed into one of seven industry categories:

- Construction;
- Mining;
- Transportation, communications, and utilities;
- Finance, insurance, and real estate;
- Trade;
- Engineering; or
- Services (excluding engineering).

Region variables. The SSBF divides the United States into nine Census Divisions. Along with Oklahoma, Arkansas and Texas Louisiana resides in the West South Central Census Division.

Loan denial variables. In the 2003 survey, firm owners were asked if they have applied for a loan in the last three years and whether loan applications were always approved, always denied, or sometimes approved and sometimes denied. For the purposes of this study, only firms that were always denied were considered when analyzing loan denial.

Data reporting. Due to missing responses to survey questions in SSBF datasets, data were imputed to fill in missing values. The missing values in the 2003 dataset were imputed using a different method than in previous SSBF studies. In the 1998 survey data, the number of observations in the dataset matches the number of firms surveyed. However, the 2003 data includes five implicates, each with imputed values that have been filled in using a randomized regression model.⁴ Thus, there are 21,200 observations in the 2003 data, five for each of the 4,240 firms surveyed. For the West South Central alone, there were 2,040 observations representing 408 businesses. Across the five implicates, all non-missing values are identical, whereas imputed values may differ.

As discussed in a recent paper about the 2003 imputations by the Finance and Economics Discussion Series, missing survey values can lead to biased estimates as well as inaccurate variances and confidence intervals.⁵ Those problems can be corrected through the use of multiple implicates. For summary statistics using 2003 SSBF data, Keen Independent utilized all five implicates and included observations with missing values in the analyses. For the probit regression models presented in Appendix G, the study team used the first implicate and did not include observations with imputed values for the dependent variables.

Survey of Business Owners (SBO)

The study team used data from the 2012 SBO to analyze mean annual firm receipts. The SBO is conducted every five years by the U.S. Census Bureau. Data for the most recent publication of the SBO was collected in 2012. Response to the survey is mandatory, which ensures comprehensive economic and demographic information for business and business owners in the U.S. All tax-filing businesses and nonprofits were eligible to be surveyed, including firms with and without paid employees. In 2012, approximately 1.75 million firms were surveyed. The study team examined SBO data relating to the number of firms, number of firms with paid employees, and total receipts. That information is available by geographic location, industry, gender, race and ethnicity.

The SBO uses the 2002 North American Industry Classification System (NAICS) to classify industries. The study team analyzed data for firms in all industries and for firms in selected industries that corresponded closely to construction, professional services, goods and other services.

⁴ For a more detailed explanation of imputation methods, see the “Technical Codebook” for the *2003 Survey of Small Business Finances*.

⁵ Lieu N. Hazelwood, Traci L. Mach and John D. Wolken. *Alternative Methods of Unit Nonresponse Weight Adjustments: An Application from the 2003 Survey of Small Businesses*. Finance and Economics Discussion Series Divisions of Research and Statistics and Monetary Affairs, Federal Reserve Board. Washington, D.C., 2007. Retrieved from <http://www.federalreserve.gov/pubs/feds/2007/200710/200710pap.pdf>

To categorize the business ownership of firms reported in the SBO, the Census Bureau uses standard definitions for women-owned and minority-owned businesses. A business is defined as women-owned if more than half of the ownership and control is by women. Firms with joint male/female-ownership were tabulated as an independent gender category. A business is defined as minority-owned if more than half of the ownership and control is by African Americans, Asian Americans, Hispanic Americans, American Indian or Alaska Native or by another minority group. Respondents had the option of selecting one or more racial groups when reporting business ownership. Racial categories are not available by both race and ethnicity, so race and ethnicity were analyzed independently. The study team reported business receipts for the following racial, ethnic and gender groups according to Census Bureau definitions:

- Racial groups — African American; Asian American; American Indian, Alaska Native and Native Hawaiian; other minority; and white.
- Ethnic groups — Hispanic American and non-Hispanic.
- Gender groups — male and female.

Annual Survey of Entrepreneurs (ASE) Data

Keen Independent analyzed selected economic and demographic characteristics for business owners collected through the ASE. The ASE includes nonfarm businesses that file tax forms as individual proprietorships, partnerships or any type of corporation, have paid employees and have receipts of \$1,000 or more. Unlike the SBO, the ASE samples only firms with paid employees (the SBO includes both employer firms and non-employer firms). The 2015 ASE sampled approximately 290,000 businesses that operated at any time during that year. Response to the survey is mandatory, ensuring comprehensive data for surveyed businesses and business owners.

The ASE collects information on businesses as well as business ownership (defined as having 51 percent or more of the stock or equity in the business). Data regarding demographic characteristics of business owners include gender, ethnicity, race and veteran status. Race/ethnicity and gender categories in the ASE are the same as those used in SBO and Census data. Because ethnicity is reported separately and respondents have the option of selecting one or more racial groups when reporting business ownership, all ASE calculations use non-mutually exclusive race/ethnicity definitions.

Topics within the ASE include some business information covered in the SBO, as well as information relating to the businesses' sources of capital and financing. Keen Independent used ASE data to analyze main sources of capital used to start or acquire a firm, firms that secured business loans from a bank or financial institution, firms that avoided additional financing because they did not think the business would be approved by lender and firms that cited access to financial capital as negatively impacting the profitability of their business. Analyses included comparisons across race/ethnicity, gender and veteran-status groups.

Home Mortgage Disclosure Act (HMDA) Data

The study team analyzed mortgage lending in the Baton Rouge MSA using HMDA data that the Federal Financial Institutions Examination Council (FFIEC) provides. HMDA data provide information on mortgage loan applications that financial institutions, savings banks, credit unions and some mortgage companies receive. Those data include information about the location, dollar amount and types of loans made, as well as race/ethnicity, income and credit characteristics of loan applicants. Data are available for home purchase, home improvement and refinance loans.

Depository institutions were required to report 2017 HMDA data if they had assets of more than \$44 million on the preceding December 31 (\$42 million for 2013), had a home or branch office in a metropolitan area and originated at least one home purchase or refinance loan in the reporting calendar year. Non-depository mortgage companies were required to report HMDA if they were for-profit institutions, had home purchase loan originations (including refinancing) either a.) exceeding 10 percent of all loan originations in the past year or b.) exceeding \$25 million, had a home or branch office in an MSA (or received applications for, purchase or originate five or more mortgages in an MSA), and either had more than \$10 million in assets or made at least 100 home purchase or refinance loans in the preceding calendar year.

The study team used those data to examine differences in racial and ethnic groups for loan denial rates and subprime lending rates in 2013 and 2017. Note that the HMDA data represent the entirety of home mortgage loan applications reported by participating financial institutions in each year examined. Those data are not a sample. Appendix G provides a detailed explanation of the methodology that the study team used for measuring loan denial and subprime lending rates.

APPENDIX J.

Qualitative Information from In-depth Interviews, Availability Survey, Town Halls and Other Public Comments

Appendix J presents qualitative information that Keen Independent collected as part of the disparity study. It is based on anecdotal input from nearly 260 businesses, trade association representatives, business assistance providers, City-Parish staff and others. Appendix J includes:

- A. Introduction and methodology;
- B. Background on the firm and industry;
- C. Keys to business success;
- D. Prime-subcontractor relationships;
- E. Working on projects with the City-Parish and BREC;
- F. Whether there is a level playing field in the Baton Rouge marketplace;
- G. Insights regarding contract goals, business assistance programs and certification; and
- H. Any other insights and recommendations for the City-Parish and BREC.

A. Introduction and Methodology

The Keen Independent study team conducted 75 in-depth personal interviews and telephone, online and fax availability interviews from November 2018 through October 2019. Keen Independent held a Town Hall in February 2019 that introduced the disparity study and opened the floor for public comments, as well as two Town Halls in November 2019 following the release of the draft report. Keen Independent collected additional public comments through the study website (<https://www.keenindependent.com/baton-rouge-disparity-study/>), telephone hotline and email address hosted by Keen Independent, as well as mail. A study fact sheet was posted to the website.

Throughout the study period, the study team met and regularly communicated with over 17 public entity representatives from the City-Parish and BREC. Keen Independent Research also gathered input from an External Stakeholders Group with interested parties, including three meetings with City-Parish Mayor-President Sharon Weston Broome in attendance. A function of this group was to disseminate information and serve as a community sounding board.

Through in-depth interviews, availability surveys, Town Halls and the public comment process, business owners, trade association representatives and others had the opportunity to discuss their experience with construction, professional services, goods and other services; experiences working with City-Parish and BREC and other public agencies; perceptions of certification programs; and other topics important to them.

For anonymity of interviewees, Keen Independent coded in-depth interviews from businesses as #I-01, #I-02 and so on. Responses from trade associations, organizations and business assistance providers are coded as “#TO.” Open-ended responses analyzed from ability survey respondents who entered written comments and Town Hall participants are coded as “AS” and “PC,” respectively.

B. Background on the Firm and Industry

The Keen Independent study team asked business owners to report on their business history and industry. Topics included:

- Business history;
- Barriers to industry entry and starting, sustaining and growing a business;
- Geographic scope and any changes over time;
- Type of work and any changes over time;
- Business size, and any expansion and contraction over time;
- Size of contracts and changes over time;
- Public or private sector;
- Prime or subcontractor/subconsultant; and
- Current economic conditions in the Baton Rouge marketplace.

Business history. The Keen Independent study team asked business owners and representatives about their business start-up history and any barriers they faced at business launch and beyond.

Many business owners reported working in the industry, or a related industry, before starting their firms. Previous experiences varied greatly. [e.g., #I-01, #I-03, #I-06, #I-09, #I-23, #I-26b, #I-29, #I-30, #I-31, #I-32, #I-33, #I-35] For example:

- The African American male owner of a DBE-certified construction firm established his business three decades ago. He reported that he was a “[specialty contractor] by trade” before deciding to start his own firm. He added that he started working as a subcontractor for general contractors and later “moved on from there.” [#I-12]
- One African American owner of a DBE-certified professional services firm built his business with a partner who worked in the industry with a larger firm. [#I-07]
- The African American service-disabled veteran owner of a construction firm reported that he started his firm after several decades of experience in the industry. He indicated that his experience provided the knowledge needed to run his current company. [#I-08]
- An African American female owner’s professional services firm combined her specialty services experience with her husband’s background in construction. [#I-13a]
- An African American male owner of a construction-related firm reported that he first worked in the construction sector when he was 17 and later started his own firm with the goal of hiring disadvantaged young men coming out of prison. [#I-27]

- An Asian American owner of a DBE professional services firm reported prior experience in the industry. [#I-05]

Barriers to industry entry and starting, sustaining and growing a business. Business owners and representatives described many different experiences regarding barriers that they faced at start-up. [e.g., #I-04, #I-18, #I-19, #I-21, #I-23, #I-25a, #I-25b, #I-30, #I-32, #I-41, #TO-01g, #TO-09, #TO-12, #TO-16, #PC-07d, #PC-07f, #AS-01, #AS-15, #AS-16, #AS-19, #AS-20, #AS-24, #AS-25, #AS-26, #AS-27, #AS-32, #AS-34, #AS-35, #AS-36, #AS-38, #AS-39, #AS-40, #AS-47, #AS-51] Many of these faced a myriad of challenges when building and growing their firms. For example:

- An African American female representative of a trade association reported that access to capital, bonding, debt financing, cashflow, technical assistance and counseling services are major challenges to starting a business for the members. [#TO-05]
- The African American male owner of a DBE professional services firm commented that managing capacity, delivering quality services to clients, pursuing work opportunities and understanding cash flow and business financing were challenges to starting his business. [#I-06]

Some reported that small businesses face the early and continuing challenge of building a client base. For example:

- The white representative of a professional services trade association indicated that building a client base, receiving payments and “getting those initial contracts underfoot” are challenges. [#TO-01g]
- Relating to sustaining her firm, the African American female owner of a construction firm commented that “getting out there” so they have “a chance” is the biggest challenge. [#I-15]
- The white owner of a professional services firm reported that “getting your name out there” is the biggest challenge. He noted that some of their early clients promoted the firm by word-of-mouth which allowed him to expand early on. [#I-33]

Many business owners and representatives reported that competition with more established firms is challenging. Many remarked that these firms benefit from long-standing relationships. [e.g., #I-17, #I-20, #I-26b, #I-30, #I-41, #TO-09, #AS-03, #AS-05, #AS-08, #AS-12, #AS-13, #AS-30, #AS-33, #AS-37, #AS-46, #AS-48, #AS-50, #AS-52] For example:

- One African American service-disabled veteran business owner of a construction firm commented that the construction industry is a “relationship business.” He reported that this is a barrier for African Americans and other minorities that don’t have the relationships established to start a business. [#I-10]

- The African American owner of professional services firm commented, “A lot of time, it’s relationships.” He reported that business owners “tend to do business with people that they have relationships with.” He added that individuals gain important relationships through high school, college or church. [#I-11]

Some business owners and representatives indicated that they had difficulties hiring qualified employees. Some reported on the importance of hiring enough quality employees. [e.g., #I-08, #I-13a, #I-29, #TO-12, #AS-02, #AS-07, #AS-18, #AS-21, #AS-23, #AS-28, #AS-29, #AS-31, #AS-43, #AS-49, #AS-52] Examples include:

- The white female owner of a DBE professional services firm reported that she had difficulty finding qualified staff. She reported, “If you can develop a good staff and have some money to run your business ... going out and getting the work is the next challenge.” [#I-09]
- An African American male representative of a majority-owned professional services firm reported that “recruiting the right talent” is a major barrier because the industry is very competitive. He added, “We’ve found that Louisiana doesn’t have enough people in technical fields to adequately service the growing engineering community.” [#I-41]
- Regarding challenges with hiring qualified employees, the African American owner of an DBE construction firm reported that he had to take on several different roles when he started his own business. He reported, “When we first started ... I was the ... the foreman, the superintendent, the carpenter, the labor and wrote the checks. I wore all the hats.” [#I-12]

Regulations and taxes cause challenges for some business owners and representatives. They reported how government policies affected their firms. [e.g., #AS-06, #AS-41] For example:

- The African American male owner of a DBE construction firm commented, “With all the insurance requirements and ... taxes, you have to have a steady flow of work so you can maintain [the] requirements” [#I-01]
- The white male representative of a minority woman-owned construction firm reported that there are regulations about “everything [I] can think of” and that small business owners that don’t have a degree in business management “don’t find out [about regulations] until [they’re] in trouble.” [#I-14]
- The African American female owner of an DBE construction firm reported that passing the licensing test can be difficult for poor test-takers. [#I-17]

Many businesses interviewed have limited access to capital and bonding. Most interviewees indicated that finance and bonding challenges limited opportunities in their respective industries. [e.g., #I-01, #I-03, #I-08, #I-09, #I-13a, #I-14, #I-16, #I-22, #I-25b, #I-27, #I-29, #I-31, #TO-01d, #TO-03, #TO-09, #TO-10, #TO-11, #TO-12, #PC-08g, #AS-04, #AS-10, #AS-17, #AS-22, #AS-37, #AS-42, #AS-45] For example:

- One African American female representative of a business assistance association reported that “raising capital” can be a challenge because “there’s certain things you need to put in place to make sure that your company is one that is ... perceived as legitimate.” [#TO-04]
- The white representative of a trade association commented, “It is not an easy industry to enter into The biggest detriment is always financing.” [#TO-02a]
- An African American service-disabled veteran business of a construction firm remarked that construction is a “cash intensive business” and that many companies fail due to a “lack of capital and ... money to be able to sustain a business” when starting out. [#I-10]
- The African American female owner of an DBE construction firm commented that she could not secure large contracts because they could not obtain the bonding, so she worked on smaller projects to “work [her] way up.” She reported that obtaining bonding was a “catch-22.” She remarked, “I want to bid larger projects so that I can grow, but I can’t bid beyond my bonding capacity ... I can’t get larger bonding capacity because I’m not getting larger projects.” [#I-17]
- The African American male owner of an MBE construction-related services firm reported on the challenges of “self-financing” and securing lines of credit when building capacity to purchase equipment needed to bid on larger jobs. [#I-02]
- The African American representative of a minority woman-owned professional services firm commented that minority- and women-owned firms have a hard time accessing capital. He reported, “Dealing with banks [is a barrier] because it’s hard to grow [without access to working capital] You don’t have the opportunity [to grow] and you aren’t given the opportunity.”

The same representative added that even though a lot of contractors have the qualifications to finish a job, they frequently turn down opportunities because they don’t have enough money to finish the project while waiting to be paid. [#I-13b]

For some business owners, credit scores and credit history are barriers to their success. For example, some reported difficulty sustaining good credit when project payment is not prompt:

- The representative of a majority firm reported that some lenders are apprehensive about lending to small business owners that do not have good credit scores. He added that payment for some contracts can take a few weeks, which impacts small businesses facing project time constraints. [#PC-08a]

- An African American female owner of a DBE construction firm reported that her available credit is a factor when choosing projects to bid. She reported that she uses her credit to finance projects while waiting for payment from general contractors and that if her lines of credit are maxed out, she cannot take on additional work. [#I-17]

Several business owners emphasized that access to capital is particularly challenging for minority- and woman-owned firms. Examples follow:

- The African American male representative of a business assistance association reported that African American-owned businesses have a difficult time getting access to financing, especially loans. He commented this condition places an increase on operating with grants. [#TO-03]
- The African American female representative of a business assistance association reported that access to capital is a major difficulty for minority- and woman-owned businesses. [#TO-04]

Geographic scope and any changes over time. Business owners and representatives reported working mostly in the Baton Rouge metropolitan area. Others expanded their geographic scope outside the area. For example:

- The African American male owner of an DBE construction firm reported that his firm is also licensed to work in Mississippi and Alabama. [#I-12]
- One white representative of a woman-owned construction-related firm reported not traveling far from Baton Rouge for contract opportunities. He commented that they have a “one-hour rule” for travel. [#I-37]

Type of work and changes over time. The study team asked business owners about the services they typically perform and to report any changes in the types of work they perform.

Most business owners and representatives reported a small range of consistent services or a small range of products. Some of these indicated using subcontractors or subconsultants for work or services outside their purview. [e.g., #I-16, #I-23, #I-24, #I-25a, #I-27, #I-28, #I-30, #I-31, #I-41, #TO-01a, #TO-03]

Others reported offering a wide range of products or services or that they expanded their services over time. Some reported the reason they offer a myriad of services, as well as any effect diversification has had on their business. [e.g., #I-06, #I-12, #I-22] For example:

- An African American service-disabled veteran business of a DBE construction firm reported that his firm offers various services to offset changes in seasons and markets. [#I-08]

- The white representative of a trade association commented that firms have “become more diversified in that they can’t put all their ‘eggs in one basket.’ It used to be that a highway contractor [for example] could just rely on roadwork [and] an underground utility contractor could just rely on his underground work.” He added, “I think as the public market has shrunk ... [firms] have become more diversified.” [TO-02a]
- An African American female representative of a business assistance association reported that some businesses do not have a clear business plans and they overdiversify their services, which often results in a lack of consumer confidence in the company’s standing as an expert in their field. [#TO-04]
- The African American male representative of a minority woman-owned professional services firm reported that his firm started working in specialty services and later expanded to larger projects. He reported that the firm works in residential, commercial and industrial painting and coating. He commented that they had recently acquired their residential contractor’s license and will be moving into that sector. [#I-13a]
- The African American owner of an DBE professional services firm reported that they perform many engineering related services. He added that when “things were slow” in one area that the business could rely on other areas of expertise to maintain revenue streams. [#I-07]
- The African American male owner of an MBE/DBE construction firm reported that his firm has expanded its construction services over time. [#I-12]
- The white representative of a minority woman-owned construction firm reported that the firm performs many types of construction with a focus on energy efficiency. He remarked that five years prior there were tax credits for his type of work.

He added, “When regulation comes in and they change the laws, they pull the rug out from underneath business owners who have worked to build a business.” He added that after the tax credit program changed, he “had to start from scratch and rebrand.” [#I-14]

Some indicated that the type of work that their firm performs has not changed over time.

Some firms expressed that they focused on areas where they had expertise or an established client base. [e.g., #I-01, #I-02, #I-05, #I-08, #I-09, #I-11, #I-18, #I-21, #I-28, #I-30, #I-32] For example:

- The white representative of a trade association commented, “In our experience, the types of work has remained relatively similar.” He added, “There are good years and bad years, but generally in a relatively small market like this, there’s the same general types of clients.” [#TO-01b]
- The African American male owner of a consulting firm reported that the firm mainly worked as a subcontractor when it was first established and has since started working as a prime but that the type of work has not changed. [#I-29]

Business size, and any expansion and contraction over time. Business owners discussed any changes in company size, staffing, capacity and revenue over time. [e.g., #I-18, #I-19, #I-23, #I-25a, #I-31] Factors that affect size include work opportunities and market conditions. Some reported staffing up project-by-project or having to manage annual fluctuations in revenue, for instance:

- A white co-owner of a veteran-owned construction-related firm reported that it has been a “roller coaster ride.” He commented that his firm has had as few as 15 employees but that after Hurricane Katrina he had about 200 employees. [#I-03]
- The African American service-disabled veteran business of a construction firm described construction as being “nomadic,” with staff size fluctuating in response to each project’s needs. He remarked, “You’ve got some interior people [who] are always here, but every time a project starts, you bring in all new subcontractors, project managers ... [and] site superintendents.” [#I-10]
- One African American owner of a DBE construction firm reported that his firm’s revenue can see dramatic shifts from year to year. He commented that his revenue fluctuates from \$70,000 to \$1 million. He added that his annual revenue is somewhat dependent on DBE program goals stating, “We have companies that we built a relationship [with] over time, but it seems like the relationships were only based on the [DBE program] ‘quotas.’” [#I-16]

Some business owners and representatives reported that their firm size is relatively stable.

[e.g., #I-02, #I-04, #I-05, #I-09, #I-12, #I-28, #I-29#I-30] Some business owners stayed small by choice, others faced barriers that prevented business growth, for example:

- An African American owner of a DBE construction firm reported that his firm has stayed “pretty much the same size.” When asked about any expansion due to work opportunities, he commented, “I expand based on the size of the project ... [and] might sub some of the work out versus performing it in-house.” [#I-01]
- One African American owner of a professional services firm indicated that the size of his firm has not changed over time because he’s chosen to stay small. He added that he has a few people that he works with on a contractual basis to handle when “something big comes.” [#I-11]
- An African American female owner of a professional services firm reported that she has not been able to get the contracts that would support growth of her firm. She indicated that she would hire additional employees if it was possible. She added, “This business has the potential to grow, it’s just ... we don’t have the right connections.” She noted that her firm could do large scale work, but they haven’t been given “the support” to perform that work. [#I-32]

- A white male owner of a professional services firm reported that his firm’s size has not changed over time. He stated that this is because they are reluctant to train new employees and “deal with a large turnover rate.” [#I-33]
- One African American male owner of a DBE construction firm reported that the size of the firm has remained the same because the lack of work opportunities does not allow for growth. [#I-22]

Other business owners and representatives commented on seasonal expansion and contraction of their businesses. Comments include:

- The African American male representative of a minority woman-owned professional services firm reported that the size of his firm fluctuates with the seasons and market conditions. [#I-13b]
- An African American female owner of a construction firm reported that the size of the firm changes seasonally and that at the end of the year it is typically slow. [#I-15]
- The African American male owner of a construction firm reported that work can be slower in the winter but that he tries to do other work during that time to counteract this. [#I-27]

Size of contracts and changes over time. Most business owners reported a range of contract sizes. [e.g., #I-02, #I-04, #I-08, #I-12, #I-17, #I-18, #I-20, #I-21, #I-24, #I-26b, #I-27, #I-32, #TO-06, #TO-09] Some reported growing into larger projects, others reported a wide range of contract sizes. Comments include:

- A Native American owner of an DBE professional services firm reported larger contracts now, but smaller contracts at launch, “When we first started, we went after small contracts.” He indicated that one of their first projects as a prime with the City-Parish was small, for example. [#I-17]
- An African American female owner of a construction firm indicated that the types and sizes of contracts varies based on whether she takes on a project for the profit margin or to help someone. [#I-15]
- The white male owner of a professional services firm reported that the value of his firm’s contracts ranges from \$200 to \$200,000. [#I-33]
- An African American male representative of a minority woman-owned professional services firm commented that there is “no limit” on the size of contracts that they seek. He reported that the firm has had contracts from \$10,000 to \$600,000. [#I-13b]

- One African American male owner of a DBE professional services firm reported that his firm’s contracts range in size from thousands to millions of dollars. [#I-06]
- Regarding the sizes of members’ contracts, a white female representative of a trade association reported, “It’s going to be anything from a sole proprietor ... to multi-million, billion-dollar projects that take place over a number of years.” Other trade association representatives reported representing businesses of a similar wide range of sizes. [#TO-01a, #TO-02a, #TO-08]

Some business owners and representatives discussed factors that determine the types and sizes of projects or contracts that their firm performs. [e.g., #I-01, #I-30, #TO-05, #TO-07, #TO-09] Various factors such as bonding requirements, market conditions, size, time commitment, profitability and ability to deliver were factors that impacted whether a business took on a contract, for example:

- The African American owner of a specialty services firm commented that he has passed on projects due to project size and bonding requirements. [#I-02]
- A white female owner of a DBE professional services firm reported that market conditions affect the size and flow of contracts. [#I-09]
- An African American female owner of a construction firm reported that the “bottom line” and “time” are the factors used to decide if the firm takes on a project. [#I-15]
- The African American service-disabled veteran business owner of a construction firm reported, “At this point, if it makes good sense and we’re going to make money, that’s what we kind of go after.” [#I-16]
- The African American owner of professional services firm commented that he sometimes avoids larger, longer contracts because “the worst thing to do is to take a [large contract] ... then you can’t deliver ... then you have a bad reputation.” [#I-11]
- One African American owner of a construction firm reported that her firm is limited because she does not understand how to read the specifications and blueprints. She commented that she does not feel comfortable bidding on projects that she does not fully understand. [#I-19]
- The Asian American owner of a DBE professional services firm commented that he “like[s] to go after every project [he] can.” He added, “If it’s too big, then I’ll get subconsultants to help me with the project. [#I-05]
- A white co-owner of a veteran-owned construction-related firm remarked that in some markets his firm may not be interested in a contract of \$50,000 but that he would consider a job of that price for local government work. [#I-03]

- The African American service-disabled veteran business owner of a construction firm reported, “The opportunities will come ... it’s whether or not you can perform and whether or not you have the staff to be able to provide that particular service.” [#I-08]
- One African American male owner of a specialty services firm commented, “My name means more to me than money ... I don’t want to be known as the guy who can’t finish a job.” [#I-02]
- An African American male owner of a DBE professional services firm remarked, “I don’t like to do things outside the realm of my capabilities because I would set myself up for failure.” [#I-07]
- One African American female representative of a DBE construction firm remarked that they cannot turn down work and that they cannot spend much time bidding on projects because they do not have enough resources. [#I-25b]
- The African American male owner of a DBE construction firm remarked, “Small businesses do not necessarily choose the opportunities they are going to pursue. They take the opportunities that are presented to them.” [#I-25a]

Public or private sector work. Most business owners and representatives reported working in both sectors. [e.g., #I-02, #I-04, #I-05, #I-08, #I-13a, #I-13b, #I-14, #I-17, #I-18, #I-19, #I-20, #I-21, #I-22, #I-23, #I-25a, #I-26b, #I-27, #I-28, #I-29, #I-30, #I-31, #I-33, #TO-01a, #TO-02a, #TO-04, #TO-06, #TO-09, #TO-10] Despite working in both sectors, some business owners reported that public sector work was a challenge because of the “low bid” award typically required by public sector procurement. Others reported trying to move away from public sector work for varying reasons. Comments from the in-depth interviews include:

- An African American owner of a construction firm reported that her firm primarily performs private sector work. However, she added that she has performed as a subcontractor on public sector projects. [#I-15]
- One African American owner of a DBE construction firm commented that her firm works in both sectors. She reported that working in the private sector requires more established relationships because a firm needs an invitation to bid; on the other hand, public work has a public bidding process.

She reported that she prefers private contracts because she makes more money and does not have to deal with City-Parish bureaucracy, explaining that public sector contracts have a lot of paperwork requirements and smaller profit margins due to low bid awards. [#I-17]

- The African American service-disabled veteran business owner of a construction firm reported that his firm focuses on private sector work because public sector work in Louisiana “takes the advantages [of being] a minority business away.”

He added that the public sector “is all hard bid, so it doesn’t matter who or what you are.” He added, “It’s just the lowest bidder wins.” He commented that this can lead to business failure. [#I-10]
- The Hispanic owner of a DBE professional services firm reported that he is “trying to get away” from the municipal sector because “there are issues with doing that work.” [#I-04]
- An African American owner of a professional services firm reported that her firm may pull out of government work because that industry has “become too saturated.” [#I-32]

Some business owners and representatives reported working almost exclusively in the public sector. Some firms reported their reason for focusing on public sector projects. For example:

- A white female owner of a DBE professional services firm reported doing work for both sectors but commented that most of her work is conducted for city agencies and other municipalities because she has developed relationships there. [#I-09]
- The African American owner of a DBE construction firm indicated that his firm works mostly in the public sector. He commented, “It seems like it’s tougher to get into the private sector versus the public sector because a lot of that work is hand-picked. [It’s] more about who you know.” [#I-01]
- One white co-owner of a veteran-owned construction-related firm commented that his firm conducts a substantial amount of work with the federal government and some work with different types of state agencies. [#I-03]
- The African American male owner of a DBE professional services firm reported that since the firm works mostly in the public sector, the company “relies on the government to keep [the business] afloat.” [#I-07]
- The African American male representative of a minority woman-owned professional services firm reported that they have always worked in the public sector because there are larger “profit margins.” [#I-13b]
- An African American owner of a DBE construction firm commented that he works in both the public and private sector but that he likes working in the public sector because it is easier to get paid for the jobs once the work is done. [#I-16]

Prime or subcontractor/subconsultant. The study team asked business owners and representatives if they worked as prime contractors, subcontractors or both.

Most reported that they have worked as both a prime contractor and subcontractor. [e.g., #I-03, #I-05, #I-06, #I-09, #I-10, #I-12, #I-13b, #I-14, #I-18, #I-20, #I-21, #I-22, #I-24, #I-25a, #I-26b, #I-32, #I-33, #TO-07, #TO-09, #TO-10] Comments include:

- An African American male owner of a specialty services firm reported that they work as both a prime contractor and a subcontractor. [#I-02]
- The African American male owner of an DBE professional services firm reported working as subconsultant for public work and as a prime in private work. He reported, “As a prime you control your own destiny ... you want to prove yourself and compete... [prime work] allows you to market yourself.” He added, “As a sub, sometimes you’re at the mercy of [the prime’s] work and payment schedules ... workloads ... the work is pretty much the same, but the control is different.” [#I-07]
- The African American owner of a professional services firm indicated that he works mostly as a subcontractor. He reported that the lack of prime work is a “capacity issue.” [#I-11]
- One African American owner of a DBE construction firm reported that because of the nature of his work, he is almost always a subcontractor. He added, “The only [prime work] the firm gets are annual contracts We bid for annual contracts with the [City-Parish] of Baton Rouge.” [#I-16]
- The African American female owner of a DBE construction firm reported that her firm usually works as a prime contractor but occasionally works as a subcontractor to get her “foot in the door.” She commented that she avoids working as a subcontractor because she worries general contractors are “taking advantage” of her firm and using her for her DBE status. She remarked that she prefers to be a prime contractor so that she can have control on a project. [#I-17]
- The African American male owner of a DBE construction firm reported that he often works as a subcontractor since many projects call for more services than his firm provides. He added, “When you’re a sub, you have to go after the jobs that have DBE goals because you have a better chance of getting that job.” [#I-16]
- A few business owners reported working primarily as a prime, but also performing work as a sub on certain projects. For example, an African American owner of a DBE construction firm reported that 90 to 95 percent of his firm’s work is as a prime contractor, only a small portion of his work is as a sub. [#I-01]
- Another business owner reported primarily working as a prime except when conducting bank- and HUD-funded assignments. [#I-15]

Current economic conditions in the Baton Rouge marketplace. Many business owners and representatives reported that the economic conditions are good or improving in the Baton Rouge marketplace, including public and private sector arenas. [e.g., #I-02, #I-04, #I-15, #I-17, #I-21, #I-27, #I-28, #I-30, #I-31, #I-32, #I-38, #I-41, #TO-01a, #TO-03] For example:

- The African American female service-disabled veteran business owner of a professional services firm commented that the future “looks brighter” and that there will be more opportunities for construction and engineering with the increase of commercial development in the Baton Rouge marketplace. [#I-07]
- A white female owner of a DBE professional services firm commented, “I think [the Baton Rouge economic outlook is] fairly good. [#I-09]
- A white representative of a majority-owned special services firm commented that the Baton Rouge marketplace is strong with substantial growth in his industry. [#I-39]
- The African American owner of a professional services firm reported that the economic downturn did not affect Baton Rouge as hard as other places. He added, “You can work fine ... in Baton Rouge but you also need to have your eyes open to other opportunities outside of Baton Rouge.” He remarked, “As an African American [working in the industry], the money pot has gotten smaller and smaller due to out-of-state spending.” [#I-11]
- A white female representative of a woman-owned professional services firm reported that there is an opportunity for the skilled craft trades to benefit as new construction and commerce is evolving in Baton Rouge. She commented that politics will also come into play due to the metro council re-election. [#I-35]

Some interviewees were less positive about local economic conditions, stating that only some may be benefitting and some of those may be out-of-state firms. For example:

- The white representative of a business assistance association commented that he believes about 50 percent of firms are doing well. [#TO-06]
- When asked about current economic conditions, the African American female representative of a business assistance association responded, “I don’t know the answer to that.” She added, “I do know that ... the industry and ... the types of clients you’re targeting really does determine that answer.” [#TO-04]
- The white representative of a minority woman-owned construction firm remarked that in the larger Louisiana marketplace he has been upset to see projects go to firms that are based largely or completely outside of the state and cited a solar project going to a firm in Texas as an example. He reported that firms based in the state that employ Louisiana residents should be given preference for projects that receive Louisiana taxpayer money. [#I-14]

Some business owners and representatives reported overall unfavorable economic conditions. Specific aspects of the economy that were mentioned varied. [e.g., #I-05, #I-08, #I-20, #I-22, #I-25a, #I-26b, #TO-02a #TO-09] Comments include:

- A white representative of a trade association commented, “Our whole industry is hugely driven by the success and momentum of the business trends of the country in general.” He added, “The nature of the economy slowing down puts a direct burden on us, and then the same thing happens when the economy takes off. It drags us along with it.” [#TO-01f]
- One white co-owner of a veteran-owned construction-related firm commented that there isn’t much work currently available. He commented that he believes that local public agencies currently do not have extra capital to spend on projects. [#I-03]
- An African American male owner of a DBE/SBE professional services firm remarked, “There has not been much opportunity.” He added that since 2016 the economy has been “flat.” [#I-06]
- The white representative of a majority-owned professional services firm reported that currently the economy is “thin” because the City-Parish is in a “lull” and not giving out roadwork because they do not have the money for it. He added that the state is also in a “lull” but that they are about to add a lot of roadwork. He remarked that everyone is anticipating that everything will “blow-up” in the next six months to a year. [#I-24]
- A white male owner of a professional services firm reported that economic conditions in the local marketplace are “rough.” He commented, “It has been really slow since last year” [#I-33]

A few business owners and representatives indicated that Baton Rouge’s political climate, government funding and regulations can negatively or positively affect firms. Some indicated that the political climate in Baton Rouge and changes in funding greatly affect opportunities for work. For example:

- An African American male owner of a DBE professional services firm reported that lack of opportunities due to unavailability of funding and the political climate are barriers to working with the City-Parish. [#I-06]
- The white female representative of a construction-related business association expressed that the members are encouraged by the prospect of an increase in Baton Rouge’s gas tax that would raise funding for infrastructure projects and increase business development.

She added that when there are limited public infrastructure projects, her industry suffers because her association’s members are reliant on public investment and infrastructure projects. [#TO-07]

- An African American representative of a business assistance association reported that the Baton Rouge marketplace is “tougher” than the New Orleans marketplace because there are no federal agencies working there. She added that she felt “frustration with trying to penetrate the East Baton Rouge contracting sector.” [#TO-08]
- The African American owner of a DBE construction firm remarked that he thought Baton Rouge was a good place to work before his experience as a prime with an annual contract. He commented, “I thought about going to meet with the Mayor to ask her [about the annual contract I wasn’t getting work on] ... I find that the playing field becomes easier when you get involved in the political side too.” [#I-16]
- A white owner of a DBE professional services firm stated that if the state passes a gas tax to fund transportation projects, that would have a dramatic effect on her firm’s ability to find work. [#I-09]
- A white female representative of a woman-owned professional services firm reported that there is a piece of legislation, City Separation Initiative, where the upper middle class are voting to create a new city with the proposed name of City of St. George that could impact local business conditions. [#I-35]

C. Keys to Business Success

The study team asked business owners and representatives to describe factors that contribute to business success. They were asked generally what gives one firm in the industry an advantage over another. [e.g., #I-20, #I-26b, #I-27, #I-28, #I-29, #I-30, #I-41, #TO-01f, #TO-03, #TO-10] Topics include:

- Diversification;
- “Feel-good” goals;
- Strong business plan;
- Profit;
- Relationships;
- Quality work;
- Trained employees;
- Fair pricing and credit;
- Financing and access to capital;
- Bonding; and
- Insurance.

Diversification. Interviewees commented on diversification of services as well as offering “niche” services that meet specialized customer needs. For example:

- One Hispanic male owner of an DBE professional services firm reported that firm size, ability, having multiple capabilities “under one roof” and a history of experience as keys to business success. [#I-04]

- An African American female representative of a trade association commented, “A successful business has been able to identify an opportunity in the market where there’s a customer need. They’ve been able to leverage their resources in order to effectively meet the needs of those clients.” [#TO-05]
- An Asian-Pacific American female owner of a DBE construction firm reported that firms that can offer services in more than one type of consulting are more successful. She commented that her clients like that she is a “one stop shop.” She added that being knowledgeable and having a “niche” can be advantageous for some firms. She remarked that her “expertise” helps her firm stand out. [#I-21]

“Feel-good” goals. For some, success was about meeting personal and professional goals and “feeling good.” Examples include:

- The white co-owner of a veteran-owned construction-related firm commented that success is being financially rewarded through one’s efforts and having mutual respect with clients who are collaborators and partners working together to achieve a goal. [#I-03]
- An African American owner of a DBE professional services firm defined success as taking care of his family and securing their future, providing his employees with an opportunity to learn and develop as professionals and positioning the firm in a manner that secures the livelihood of the firm’s leadership. [#I-06]
- One African American male owner of an MBE specialty services firm defined success as the ability to employ young adults and mentor newer generations of the profession. [#I-02]
- The white representative of a trade association commented, “Success is measured into what you want to try to develop as far as your business.” He added, “I would say a successful contractor is one that can ... get work, put people to work and give back to the community in which they live.” [#TO-02a]
- Although an African American owner of a construction firm commented that being “profitable” is her definition of success, she added that she takes on projects that have a low profit margin if she can help people such as flood victims as an example. She added, “If [a project] makes me feel good, I’ll do it.” [#I-15]

Strong business plan. A number of interviewees reported having a strong business plan, good management, successful workforce and an ability to seek new work as a measure of success. For example:

- A white representative of a construction-related business association commented that firms with strong business development acumen are most successful. [#TO-07]

- A white representative of a business assistance association commented that a successful business is one that executes a practical and well thought out business plan. He commented that keys to success include having a service or skill that is in demand and possessing marketing prowess. [#IO-06]
- The African American service-disabled veteran business owner of a construction firm commented that he defined success in the construction business as “keeping the lights on,” the ability to be responsive, and longevity and added that “you’ll find a lot of people that have a huge year, then you don’t hear from them again, especially in a minority realm.” [#I-10]
- An African American male owner of an DBE construction firm responded, “The definition of success is putting your boots on every day, going out, managing the project, making sure you have quality control on the project and making sure you are running the course on building on time, within budget and have a successful workforce that can complete the project.” [#I-12]
- The white representative of a trade association indicated that being able to do a project “better and quicker” gives one firm an advantage over another. [#IO-02a]
- One African American male owner of a professional services firm commented that success means “maintaining the work that [they] have and then finding new projects.” He added that “providing good work that makes clients happy” is also a part of success. [#I-11]

Profit. Several business owners considered paying the bills, keeping staff happy and employed and “turning a profit” as their measure of success. [#I-04, #I-16, #I-33]

- An Asian American owner of a DBE professional services firm commented that success is “staying busy throughout the year with a steady flow of work.” He added that he is “lucky” having been busy since start-up. [#I-05]
- One African American male owner of an MBE/DBE professional services firm commented that success is defined in many ways and commented that one definition is “sustainability.” [#I-07]
- The white representative of a majority-owned professional services firm remarked that success is “having ample work to keep the office busy and generate profit for the company.” He added, “Let’s face it; we’re all in business to make money. The more money you make, the more successful you are.” [#I-24]
- A white female owner of a DBE professional services firm commented, “I am an incredibly optimistic person. Last year, I can’t say we were incredibly financially successful, but we have some great people here ... From a business perspective, as long as you’re clipping along year after year making some good profit, able to pay employees comparable salaries for what they do across the market ... that’s success.” [#I-09]

- One white representative of a minority woman-owned construction firm remarked that success means that “all my employees have their needs met and that my family [has] retirement [savings] and is working toward a good future.” He reported that now he is not as successful as he would like to be and that he would like to do more business for the good of the team. [#I-14]

Relationships. Many business owners and representatives indicated that success was achieved through relationships. This involved networking, relationship building and securing repeat customers. [e.g., #I-02, #I-04, #I-05, #I-06, #I-07, #I-11, #I-12, #I-13b, #I-14, #I-17, #I-18, #I-19, #I-20, #I-21, #I-22, #I-26a, #I-27, #I-30, #TO-09, #AS-03, #AS-05, #AS-12, #AS-13]

“Who you know” was an indicator for success, for some. For example:

- The Asian American male owner of a DBE professional services firm commented that “who you know” gives one firm an advantage over others in the industry. [#I-05]
- One African American male owner of a DBE construction firm reported that relationships with customers and others is the “number one” ingredient to business success. [#I-01]
- The white female owner of a DBE professional services firm reported relationships are “everything,” from hiring employees to getting work with new clients. [#I-09]
- An African American service-disabled veteran business owner of a construction firm indicated that having relationships with others in his industry leads to work opportunities. He remarked that he was lucky to have a best friend that worked at a large firm and gave him connections that most minority-owned firms do not have. [#I-10]
- One African American female owner of a construction firm reported that relationships with customers are important because her business is almost 100 percent based on referrals as she does not advertise. [#I-15]

Marketing and networking. Trade association representatives reported on the importance of strong marketing and networking for success and keeping high quality businesses in Baton Rouge. For example:

- The white representative of a business assistance association commented that firm owners willing to engage in substantial marketing efforts are typically more successful than firms that do not make such efforts. [#TO-06]
- Regarding the importance of building relationships, the white representative of a trade association reported that members will serve on boards and commissions and network within communities. She added, “You meet people at church, you meet people at the coffee shop, and one thing leads to another and you can end up with a job from that later.” [#TO-01a]

- A white representative of a trade association reported that it is imperative for contractors who work in the public sector to have relationships with public entities. He added, “I think one of the problems we face in Baton Rouge today ... is that as we lose people ... the quality of the people that the public entities are reliant upon, I think, is not what it used to be when I started out in this business.” [#TO-02a]

One business owner measured success as “outgrowing Baton Rouge.” The Asian American female owner of a DBE construction firm commented that success for her company is being able to “outgrow” Baton Rouge. She reported, “You can only grow so much in Baton Rouge. There’s only so much construction in Baton Rouge.” She added that this process has taken longer than she expected. [#I-21]

Quality work. Many reported keys to business success as maintaining quality work, reputation and good customer service. [e.g., #I-07, #I-11, #I-18, #I-27, #I-33, #TO-01a, #TO-01b] Comments from the in-depth interviews include:

- A white co-owner of a veteran-owned construction-related firm commented that he strives to meet expectations by applying “best practices” to achieve success. [#I-03]
- The African American service-disabled veteran business owner of a construction firm reported that a positive reputation is a key factor in success. He commented that this is achieved by providing quality work, ensuring projects are completed on time and “doing what you say you’re going to do.” [#I-10]
- One African American service-disabled veteran business owner of a DBE construction firm reported that success entails having an impeccable reputation in the community from providing “stellar customer service.” [#I-08]
- An African American owner of a DBE construction firm reported, “A lot of people measure success by balance sheets ... [to me] success is doing a good job and making sure the job is [done] right.” He added that getting affirmation from primes that his firm is doing a good job is another way he measures success. [#I-22]
- The African American owner of a DBE construction firm reported that he defines success “not by the quantity of projects you do, but the quality.” He added, “I try to base my company off of repeat business.” He commented that his company does a quality job even if it means they lose money. [#I-01]
- One African American owner of a DBE construction firm reported that her women-owned status has been helpful to her firm as potential clients look to women to who can “pay attention to detail ... [and keep] organized.” [#I-17]

Trained employees. Many business owners and representatives reported or indicated that qualified staff contributed significantly to business success.

Business owners and representatives reported the importance of both finding qualified workers and maintaining them. [e.g., #I-03, #I-04, #I-05, #I-07, #I-09, #I-11, #I-15, #I-20, #I-21, #I-22, #I-27, #TO-01c, #TO-10, #AS-02, #AS-07, #AS-18, #AS-21, #AS-23, #AS-28, #AS-29, #AS-31] Examples follow:

- The African American male owner of a DBE construction firm reported that employees and hiring were the most important factor contributing to success. [#I-12]
- An African American male owner of a DBE construction firm reported that quality employees are “key because you can’t get it done without proper employees.” [#I-01]
- A white representative of a construction-related business association commented that the ability to retain quality staff is a factor missing from some member firms but that it is necessary to develop and achieve business success. [#TO-07]

The importance of securing and maintaining equipment is important for a few. Some businesses reported that the challenge in obtaining equipment is offset by increased profits. [e.g., #I-04, #I-09, #I-12, #I-19, #I-27] For example:

- The African American male owner of an MBE specialty services firm reported that having the right equipment increases profitability. [#I-02]
- An African American male owner of a DBE construction firm commented that equipment was an expensive purchase at first but that now the challenge is keeping equipment in good shape in order to avoid buying more. [#I-16]

Fair pricing and credit. Some business owners and representatives indicated that access to favorable pricing and credit regarding materials and products is a key to their firm’s success. [e.g., #I-18, #I-27, #I-31, #TO-10, #PC-07f] For example:

- The African American owner of a DBE construction firm stated that fair pricing on materials and equipment contributes to the success of his firm because it allows him to pursue bigger contracts. [#I-01]
- An African American owner of a DBE construction firm reported that having access to favorable pricing contributes to business success. He commented that he usually shops two or three vendors before purchasing. [#I-01]
- An African American owner of a DBE construction firm commented on the importance of favorable pricing, that his usual supplier was overcharging him, so he was forced to switch suppliers. [#I-16]
- The African American service-disabled veteran business owner of a construction firm reported that small businesses do not have access to the same low material costs as larger firms. [#I-10]

Financing and access to capital. Many business owners and representatives reported that financing and access to capital are keys to business success. They commented that business financing can affect all aspects of their businesses. [e.g., #I-02, #I-04, #I-13a, #I-17, #I-19, #I-27, #TO-01c, #TO-09, #TO-10, #AS-04, #AS-10, #AS-17, #AS-22, #AS-37] For example:

- The white representative of a trade association stated, “It’s all about money, financing.” [#TO-02a]
- The African American male owner of a DBE construction firm commented that financing and access to capital are keys to success although they are “sometimes a challenge.” [#I-01]
- An Asian American male owner of a DBE professional services firm commented that financing is important because if the cash flow is not good, then it can hurt if a client does not pay on time. [#I-05]
- One African American male owner of a DBE construction firm reported, “It all boils down to financing ... who you have in your corner ... a lot of minority companies have backing that’s not legit.” [#I-22]

Bonding. Access to bonding (when necessary) impacts whether a business can successfully secure some contracts. Bonding requirements, for some, drove what jobs they could and could not bid. [e.g., #I-01, #I-11, #I-13a, #I-16, #I-17, #I-24, #I-25a, #PC-07a] For example:

- The white representative of a trade association commented, “Bonding is what limits what you bid on.” [#TO-02a]
- One African American owner of a DBE/SBE construction firm reported that the firm pursues only contracts that are \$1 million and under because of bonding issues. [#I-22]
- An African American owner of a DBE construction firm reported that he will go after any size contract he can bond for. He commented that bonding has been difficult, but he has gradually built up his bonding capacity. [#I-16]
- A white representative of a minority woman-owned construction firm reported that the size of contracts is dependent on the bonding the firm can obtain. [#I-14]
- The African American owner of a DBE construction firm mentioned that important factors are having a “bonding company that trusts you [and] having a bank that helps you.” He added that being a minority contractor makes getting a bonding company and bank that trusts you more difficult. [#I-12]
- Now rarely working as a prime, an African American male owner of a DBE construction firm reported that bonding was important, yet difficult in the past when he did. [#I-16]

Insurance. Having the ability to secure proper insurance was key for some. Despite the high price of insurance, the comfort of having the right insurance was necessary. [e.g., #I-01, #I-11, #I-17, #I-27, #AS-10, #AS-11, #AS-25, #AS-34] Others reported the need for good insurance but many challenges related to securing or paying for the high cost of insurance, for example:

- A Hispanic male owner of a DBE professional services firm reported that insurance is a “big ticket item.” [#I-04]
- The African American owner of a specialty services firm commented that strong relationships with insurance companies are key due to liability requirements on government contracts. [#I-02]
- The African American owner of a DBE professional services firm reported, “... I couldn’t get professional liability insurance; I didn’t have a track record.” [#I-07]
- The white representative of a minority woman-owned construction firm reported that he pays \$70,000 a year for business insurance and that this is more than his personal income for the year. [#I-14]
- One white representative of a minority woman-owned construction firm reported that that his cost of licensing and the \$5 million insurance policy makes it hard to compete with someone that has a “pick-up truck and a machine he rents.” [#I-14]

D. Prime-subcontractor Relationships

The study team asked business owners and representatives to comment on prime-subcontractor relationships in the Baton Rouge marketplace, and whether primes engage minority-, woman- and veteran-owned firms, service-disabled veteran-owned businesses and other small businesses as subcontractors/subconsultants. Topics include:

- How subcontractors/subconsultants and suppliers go about finding work with primes;
- Challenges regarding contractor-subcontractor relationships; and
- Efforts to include minority-, woman-, veteran-owned and service-disabled veteran-owned businesses and other small businesses in public sector contracts.

How subcontractors/subconsultants and suppliers go about finding work with primes. Some methods subcontractors use to find work with primes are similar to those primes use such as bidding websites. [e.g., #I-16, #I-21, #I-24, #I-25a, #I-25b, #I-26b, #I-32, #I-41, #TO-09, #TO-10]

For example, as the firm is rarely solicited by primes, one representative of a minority woman-owned construction firm reported relying on its “Dodge” subscription service for open-bid alerts. [#I-14]

A few subcontractors/subconsultants reported reaching out directly to primes through cold calls and business visits. For example:

- The Asian American male owner of a DBE professional services firm reported that he reaches out to prime contractors. [#I-05]

- One African American owner of a DBE construction firm commented that when she pursues work as a subcontractor, she calls the general contractor to have a sit-down meeting. She added, “I do not believe that is what a majority of people do.” [#I-17]
- An African American male owner of a construction firm reported that when he started, he made cold calls and went to businesses to give them his number. [#I-27]
- The African American male owner of professional services firm remarked that newer minority- and woman-owned firms will “let [him] know they’re available” for upcoming work. [#I-11]
- However, one employee of the City-Parish government reported that some primes do not have the capacity or policies in place to respond back to subs who reach out for work. [#PC-08c]

Some businesses relied on keeping current with upcoming projects through pre-bids and other networking opportunities, as a way to identify and meet prime contractors. For example:

- The African American male owner of an MBE/DBE professional services firm reported that subs find out about work by “being engaged with the process and learning about what types of projects are going on.” [#I-07]
- The white representative of a business assistance association commented that subs learn about opportunities to work with primes when RFPs, RFQs and similar solicitations are distributed by the governing entity. [#TO-06]
- One African American male owner of a professional services firm reported that subcontractors “have to be aggressive in looking for work,” and “have relationships where [primes] will call you.” He commented that firms must have a balance of those two strategies “to stay in the loop” on what opportunities are coming. [#I-11]
- An African American owner of a DBE construction firm reported that pre-bid conferences let subcontractors “know who the major players are.” [#I-01]
- The African American service-disabled veteran business owner of a construction firm reported that in the State of Louisiana jobs are advertised for public bid. He added, “People actually go look at who’s advertising, then [look] in the plan room [to see] who picked up plans ... and [subs] call [to ask] if they can give them a number ...” [#I-10]
- The African American male representative of a minority woman-owned professional services firm remarked that he finds out about subcontracting work through word-of-mouth and emails. [#I-13b]

A number of prime contractors and their representatives reported to seek out subcontractors, subconsultants or suppliers and discussed how they select them. [e.g., #I-26b, #I-29, #I-30, #I-31, #I-41, #TO-10] Comments include:

- The white female representative of a trade association reported that prime contractors will find subconsultants through networking and comingling of different professional services associations. [#TO-01a]
- A white female representative of a trade association commented, “We put our team together, our subconsultants, based on the need for that project. It’s not like I use the same exact people every time for every project.” [#TO-01e]
- An African American male owner of a DBE construction firm commented, “I just go with the lowest price.” [#I-01]
- A white female owner of a DBE professional services firm commented, “Basically the same way as my own employees ... it depends on the project.” [#I-09]
- An African American representative of a minority woman-owned professional services firm reported that he selects subcontractors based on need. He reported that he will “put the word out” with people he knows and when he finds someone that he feels confident with, he will call them. [#I-13b]
- One white co-owner of a veteran-owned construction-related firm commented that his efforts to hire subcontractors and suppliers are usually related to past experiences. He reported that his firm engaged several subcontractors he met at prime-subcontractor meeting sponsored by an educational institution. [#I-03]
- The representative of an industry association reported that primes are going to choose the sub that is going to do the best job for the lowest price. He added, “They pick whoever is [the lowest bidder] ... they don’t care if you are ‘yellow, black, white, purple, green, paisley or mauve.’” [#PC-08g]
- A white male representative of a majority-owned professional services firm commented that once there is a relationship developed, some subs will come to his firm for work. He commented that they may have exchanged business cards at a meet-and-greet event or have seen that the firm worked with someone they know and then reach out to them. [#I-24]
- One African American service-disabled veteran business owner of a construction firm reported using his service as a prime to empower other minority-owned firms. He stated, “People do business with people they know, they like [and] they trust. I have [subcontractor that] I have drinks with who [is friends with my family]. Anytime I have an opportunity to give him the work, he’s going to get the work. He happens to be black and I’m black ... I think it’s something for me to empower as many people as I can.” [#I-10]

Challenges regarding contractor-subcontractor relationships. Business owners and representatives discussed their perceptions of contractor-subcontractor relationships. [e.g., #I-09, #I-18, #I-20, #I-24, #I-29, #I-31, #TO-10]

Many commented on barriers to working as a subcontractor to a prime. For example, the African American female representative of a business assistance association commented that the contractor-subcontractor relationship can be “good or bad.” She reported, “If there’s two parties that ... have experience with each other ... they’re very comfortable, [then] they have a good relationship.” She added, “You have those [relationships] that are not as good ... [because] they have just not developed that relationship with one another” [#TO-08]

Some indicated that learning how to work with primes and build a good reputation is an important part of establishing strong contractor-subcontractor relationships; however, “who you know” and who has the “power” are still factors in securing and performing work as a subcontractor. [e.g., #I-29, #TO-09] For example:

- An African American male owner of a DBE professional services firm remarked, “Traditional prime consultants or contractors see inclusion as a burden that drags down their productivity and profitability.” [#I-06]
- A white representative of a majority-owned construction-related firm who performs as a prime commented, “Relationships with subs is challenging even with an office in Baton Rouge I know it is 2019 and we ‘should’ be comfortable working with people who do good work, but it still seems to be about ‘who you know.’” [#I-38]
- The white female representative of a construction-related business association expressed that networking with larger firms is important for subs and suppliers to learn about working with primes and establishing important relationships. [#TO-07]
- A white representative of a trade association reported that subcontractors gain relationships with primes when the subs have demonstrated ability to perform tasks on time and on budget. [#TO-02b]
- The representative of a minority woman-owned construction firm reported that primes can be “real unpleasant because they have all the ‘power,’ so they push [subs] around.” [#I-14]

A number of interviewees reported that there need to be initiatives in place that ensure that primes are not able to take advantage of prime-subcontractor relationships. Examples include:

- An African American owner of a DBE construction firm reported, “It’s hard working with the primes because if nothing is mandated [then] it’s tough to do business with them.” He remarked that it is tough to do business with primes because “they’re going by low bid” and because of “past relationships that they have with subcontractors.” [#I-01]

- The African American owner of a DBE construction firm reported that there needs to be “teeth” to ensure that primes do not take advantages of subs. He remarked, “Just like society needs police, there needs to be some type of police for the program to inflict pain on the prime if they do not behave correctly.” [#I-25a]

One African American owner of a DBE construction firm reported little to no contact with the prime when serving as a subcontractor. He commented that subcontractors “do [their] part, get paid and that’s a wrap.” He added, “It’s not like you go out and play golf with [general contractors]” He reported that because general contractors are so large, subcontractors rarely, if ever, deal directly with the owners. [#I-16]

Efforts to include minority-, woman-, veteran-owned and service-disabled veteran-owned businesses and other small businesses in public sector contracts. Some business owners made efforts to include all disadvantaged businesses, while others focused on including only businesses holding specific certifications. [e.g., #I-24, #I-26b, #I-29, #TO-09, #TO-10]

Some firms reported that they enlist the help of small businesses, and minority- and women-owned businesses. [e.g., #I-09, #I-12, #I-17, #I-19, #I-24] Examples include:

- One African American service-disabled veteran business owner of a construction firm reported that he does not have a specific certification that he looks for, other than “brothers that are in the business or sisters that are in the business.” He commented that you cannot be successful without empowering others and that he personally tries to provide jobs to minorities and friends because there is no “mechanism to ensure these guys get the work.” [#I-10]
- An African American service-disabled veteran business owner of a DBE construction firm indicated that his firm tries to include disadvantaged groups on public contracts. He reported, “It’s just the way we do business because we’re local.” He added, “[Small firms] have to look at each other and work together.” [#I-08]
- The African American male owner of professional services firm remarked that “sometimes the people that [he] work[s] with don’t have certification.” [#I-11]
- An African American male representative of a minority- and woman-owned professional services firm commented that every subcontractor he has ever hired has been either minority-owned or a small business. [#I-13b]
- A male Town Hall participant reported that as a small business owner, he would work with women-owned or minority-owned firms whether they were certified or not. He added, “I don’t want us to think that the certification is the end all be all.” [#I-57]

Other interviewees reported to only engage firms with specific certifications. [e.g., #I-18, #I-21, #I-26b, #I-29] For example:

- The African American male owner of a DBE professional services firm commented, “Yes, we make efforts to use DBEs. We find out about them because we are usually competing against them.” [#I-07]
- An owner of a majority-owned professional services firm reported that his firm makes efforts to include certified and other small businesses he has worked with on other projects in public contracts. He added that some projects encourage participation. [#I-30]
- A white representative of a trade association reported that members generally include DBEs “as long as they will do the job that they’re subcontracted to do.” [#TO-02a]
- The white female representative of a woman-owned professional services firm reported that part of their firm’s corporate responsibility is to hire other MBEs and DBEs when possible. She added, “We also work with local universities, area chambers and Unite Baton Rouge to help with local start-ups.” [#I-35]
- However, the African American owner of a DBE construction firm reported that he has not “pushed the effort” to hire DBEs over others. He indicated that he does have relationships with minority companies that he uses frequently. [#I-01]

Some business owners and representatives commented that they only consider firms’ experience and services when engaging subcontractors. They indicated that certification status is not a factor when partnering with subs. For example:

- When asked if members make any effort to include certified firms, the white representative of a trade association commented, “When we’re building a team, we’re looking for capacity and experience.” [#TO-01f]
- The white female representative of a trade association commented, “Unless [certification] is a requirement to get the job ... it’s not really a consideration. It’s about the services they provide.” [#TO-01e]

Some reported challenges finding certified firms or when working with minority- and woman-owned firms or other small businesses. [e.g., #I-01, #I-18, #I-19, #I-29, #I-30, #TO-10, #PC-08b, #PC-08j] For example:

- The African American owner of professional services firm reported that there are issues with identifying veteran-owned firms and commented that he would like to see veteran-owned firms “identified on a website so that people would know who these firms are.” [#I-11]

The white representative of a majority-owned professional services firm reported that there are a limited number of engineering DBEs in the Baton Rouge area. He commented that this leads to the same few firms being used which grows those firms but not the greater marketplace. [#I-24]

Some business owners and representatives discussed whether disadvantaged businesses would be successful in obtaining work on public sector contracts without concerted efforts to hire them. Answers varied, but many commented that it would not be possible. [e.g., #I-07, #I-09, #I-10, #I-13b, #I-18, #I-22, #I-29, #PC-01, #PC-07a, #PC-07e] For example:

- An African American male owner of a DBE construction firm reported, “The majorities are the persons who are your Congressmen, they are your Representatives, they are your Senator ...they go fishing and hunting, on vacations with them.” He continued, “They just give the work to [majority firms] and minorities would not know about them until it is bid.” [#I-12]
- The African American male owner of a DBE construction firm commented, “If it wasn’t for the [DBE] set-aside program, I don’t think we’d have any work at all.” [#I-16]
- One African American male owner of a professional services firm said it would be “challenging” for DBE firms to get public sector work without [mandated] efforts. [#I-11]
- The African American female co-owner of a specialty services firm reported that certified firms would not be successful in obtaining work without those efforts. [#I-26b]

E. Working on Projects with the City-Parish and BREC

Business owners and representatives were asked about their experiences regarding opportunities for contracts with the City-Parish and BREC. Some reported the experiences they had when conducting work with the City-Parish and BREC. Topics included:

- Working as a prime or subcontractor/subconsultant on City-Parish or BREC contracts;
- Pursuing opportunities with the City-Parish or BREC;
- Any challenges when pursuing or performing public sector work with the City-Parish, BREC or public sector agencies, in general; and
- Suggestions for the City-Parish or BREC to improve procurement practices.

Working as a prime or subcontractor/subconsultant on City-Parish or BREC contracts. Business owners and representatives discussed their experience working with or trying to get work with the City-Parish, BREC and other public agencies.

For example, one African American owner of a DBE construction firm commented, “With the City-Parish, I can truly say that I’ve been successful I’ve been averaging about two or three projects a year but that’s basically just public bid work.” He reported that this work has been as a prime contractor only and added that he “cannot speak” to working as a sub on City-Parish projects. He remarked that the City-Parish and BREC are “the top two” clients for his firm. [#I-01]

Another male Town Hall participant commented that it is easy for a larger general contractor to get work with the City; however, it is very difficult to get work with the City as a specialty subcontractor. [#I-56]

Several business owners and representatives discussed how subcontractors/subconsultants generally find out about opportunities with the City-Parish or BREC. [e.g., #I-09, #TO-02a, #TO-07] Comments include:

- Many businesses reported being on email listservs or using websites, Bid Express or other online bidding sites to identify bidding opportunities. [#I-05, #I-13a, #I-16, #I-19, #I-25a, #I-30, #I-31, #I-32, #I-33, #I-41, #TO-09, #TO-10]
- An African American owner of a DBE construction firm reported that his firm usually finds out about work with the City-Parish in newspapers or Bid Express. He added that his firm has also been “invited to bid” in the past. [#I-01]
- One African American service-disabled veteran business owner of a DBE construction firm reported that the City-Parish does a really good job of distributing solicitations for project work to potential vendors who are on electronic mailing lists. He commented that he is signed-up on the State of Louisiana website and receives notifications for jobs in his line of work. [#I-08]
- An African American male representative of a business assistance association reported online access for contract information but wanted additional methods. [#TO-03]
- The African American owner of a professional services firm reported visiting the City’s procurement website and getting emails to learn about City-Parish work. He added that he has had no issues learning about opportunities with the City-Parish. [#I-11]
- A white representative of a trade association reported that subs use the City-Parish’s procurement website or the association. [#TO-02a]
- The white female representative of a trade association commented, “You can sign up for notifications [anytime] a project is listed or issued. You can check the newspaper. You can just log in to the website and check the list of current projects going on.” She added, “It’s pretty easy.” [#TO-01e]

- The African American m owner of a professional services firm reported that he visits the City-Parish’s procurement website and receives emails that report City-Parish opportunities.

He added that finding work with BREC is “pretty transparent.” He remarked that he recalls BREC advertising. [#I-11]

Several others reported lack of transparency and limited outreach as a barrier to pursuing work with the City-Parish or BREC, respectively. For example:

- A male Town Hall participant reported that he was disappointed with the limited transparency of the former administration and the processes that he had to go through as a small business owner to get work with the City-Parish. [#I-58]
- One African American owner of a professional services firm reported that the City-Parish is not transparent with consultant contract opportunities. She stated that the City-Parish does not list consultant-specific contracts for bid on the website. [#I-26b]
- The owner of a construction firm reported that bidding with the City-Parish can be difficult for those unfamiliar with the process. He reported that it can be difficult to find both the information on past bids and the requirements for current projects. He remarked, “There’s plenty of opportunity [with the City-Parish], it just needs to be reported better.” He added that it is difficult “to find out who holds contracts” with public agencies. [#PC-07f]
- An African American male owner of a specialty services firm reported that there is a lack of outreach from BREC related to informing subcontractors about solicitation opportunities. [#I-02]
- Regarding trying to get work with BREC, the African American male owner of a DBE construction firm commented, “BREC is public bid. They do have some stuff that they invite contractors to, but I have never been invited to any.” [#I-01]

Some interviewees indicated limited challenges to learning about work opportunities with the City-Parish. [e.g., #I-03, #I-11, #I-30, #I-31, #TO-01a, #TO-07] For example:

- An African American male owner of a DBE professional services firm commented that prior to Mayor Broome’s current outreach efforts, subs were forced to “beat the street,” show up to every event and/or mine the procurement database to learn about upcoming opportunities. [#I-06]
- Another business reported positively on preconstruction meetings. [#I-03]
- The white female owner of a DBE professional services firm commented, “With the City-Parish, we go through a qualifications-based selection process. It’s pretty much a selection process from our peers ... for us it’s been a fair process to get work.” [#I-09]

Many interviewed reported contracts as a prime, subcontractor or subconsultant on City-Parish-funded projects. [e.g., #I-01, #I-02, #I-04, #I-05, #I-08, #I-09, #I-16, #I-18, #I-20, #I-21, #I-24, #I-25b, #I-30, #I-31, #I-32, #I-33, #TO-01a, #TO-01f, #TO-02a, #TO-09, #TO-10] Comments include:

- An owner of a majority-owned professional services firm reported that his firm has worked for the City-Parish as a prime. [#I-30]
- The white co-owner of a veteran-owned construction-related firm remarked that his firm prefers working as a prime contractor work for City-Parish projects. [#I-03]
- A white female representative of a construction-related business association commented that her association’s members have conducted a substantial amount of City-Parish work as both prime contractors and subcontractors. [#TO-07]
- The African American male owner of a DBE professional services firm reported to have done “many projects” for the City-Parish over the years. He commented that the work included “civil” jobs. [#I-07]
- A white representative of a minority woman-owned construction firm remarked that the firm has conducted small specialty contracting projects for the City-Parish. [#I-14]
- The African American owner of a DBE construction firm reported that his firm has conducted specialty road-work assignments for the City-Parish. [#I-22]

A number of interviewees reported that they have conducted work or knew of firms that had conducted work on BREC contracts as a prime or as a sub. [e.g., #I-02, #I-04, #I-11, #I-20, #I-21, #I-29, #I-30, #I-31, #I-32, #TO-01a, #TO-02a, #TO-07, #TO-10] A few business owners and representatives discussed how BREC contract types/sizes differ from those of other public agencies. Comments include:

- The white co-owner of a veteran-owned construction-related firm remarked that his firm prefers work as a prime for BREC work. [#I-03]
- An African American male owner of a DBE construction firm reported to have worked on several BREC contracts as a subcontractor, such as creating an athletic field. He compared working with BREC to working with the City-Parish where payment was more prompt. [#I-25a]
- A white owner of a professional services firm reported that he has not experienced any problems trying to get work with BREC. [#I-33]

Many others reported not having conducted work for the City-Parish or BREC. [e.g., #I-08, #I-13a, #I-13b, #I-15, #I-17, #I-19, #I-20, #I-26b, #I-27, #I-28, #I-38] Some explained reasons for not having worked for the City-Parish or BREC:

- One African American female representative of a business assistance association reported that an African American construction contractor told her, “All of this construction work is going on and I can’t get any of it.” She added that he said that by the time he found out about a contract, the bidding was closed. [#TO-08]
- The African American male owner of a DBE construction firm commented that he had never worked for the City-Parish. He added, however, that he had worked many times for the City of New Orleans. He reported that the only work he’s done in Baton Rouge was as a subcontractor at the airport and that was solely because of an existing relationship with a New Orleans-based prime contractor. [#I-12]
- An African American owner of a DBE professional services firm reported that if there were more opportunities to get involved, then more firms would participate. The same business indicated that there is a lack of opportunities for firms to participate in work for the City-Parish. He added, “Opportunities are not communicated very well ... people do not know what is out there.” [#I-07]
- The African American service-disabled veteran business owner of a construction firm reported that he has never held a contract for the City-Parish because of the “hard bid work.” He added that he had applied to work on BREC projects but never received a response. [#I-10]
- A white female owner of a DBE professional services firm reported that BREC does not “give out” a lot of work in her field. [#I-09]

Pursuing opportunities with the City-Parish, BREC and other public entities. Some business owners and representatives discussed how they decide to pursue opportunities with the City-Parish, BREC and other public agencies, and any barriers they face. [e.g., #I-01, #I-08, #I-09, #I-11, #I-15, #I-19, #I-23, #I-24, #I-29, #I-30, #I-31, #I-40]

One African American owner of a DBE construction firm reported the reasons she does not pursue work with the City-Parish. She explained that the City-Parish’s disadvantaged business program is “BS.” She commented that because City-Parish projects are low-bid, the profit margins are small. She added that because she is unfamiliar with City-Parish projects, she is not confident in her estimating ability on City-Parish projects, and therefore deems it too risky to bid. [#I-17]

Others offered specific factors that impact their decision-making when pursuing public sector procurements, in general. Examples include:

- The representative of a minority woman-owned construction firm reported that for projects where it is unlikely that the firm will obtain the contract, he cannot spare an employee off another project for a couple of days to prepare a bid. He added that some project timeframes are unrealistic for the firm to prepare a bid. [#I-14]

- An African American owner of a DBE construction firm looks for jobs with DBE goals, adding that “about 95 percent” of the jobs the firm gets have DBE; he only is awarded one contract out of 15 or 20 that he bids. [#I-16]
- The representative of a minority woman-owned construction firm reported that the firm does not bid on projects where there is a “very specific quote” because this indicates that the client is hoping to work with a “particular firm.” [#I-14]
- One African American male owner of a DBE construction firm reported that he prefers opportunities posted by the Louisiana’s Department of Transportation because those have a set criteria and rules that make bidding on projects and finishing work easy to follow. [#I-22]

Any challenges when pursuing or performing public sector work with the City-Parish, BREC or public sector agencies, in general.

Business owners and representatives discussed many barriers related to working with the City-Parish and BREC. [e.g., #I-02, #I-06, #I-13a, #I-17, #I-21, #I-23, #I-25a, #I-25b, #I-26b, #I-27, #I-29, #I-56, #PC-07g, #TO-01e, #TO-09, #TO-10, #AS-05, #AS-09, #AS-13, #AS-14, #AS-19, #AS-20, #AS-27, #AS-32, #AS-35, #AS-36, #AS-44]

Firm size and capacity disadvantage small firms seeking work public sector agencies; some also reported difficulty sustaining day-to-day business operations. For example:

- An African American male owner of a DBE professional services firm reported, “There’s this general bias towards capacity and size” smaller firms automatically are at a disadvantage. [#I-06] An Asian American male owner of a DBE professional services firm commented, “You might be qualified, but you won’t get a fair shake.” [#I-05]
- The African American owner of a DBE construction firm reported that her minority- and woman-owned subcontractors often struggle with the fundamentals of business. She indicated that they may be challenged by networking or do not know how to use computers to send invoices. She remarked, for example, that she knows a specialty contractor that does not know how to type but that he will not take typing lessons. [#I-17]
- The African American owner of a DBE professional services firm commented, “I don’t think there is enough opportunity for ... smaller firms to provide services to the city.” [#I-07]
- A white representative of a trade association commented that smaller firms are at a disadvantage when bidding on large projects. She reported that smaller firms must partner with large firms to be able to work on larger projects. [#TO-01e]
- The African American service-disabled veteran business owner of a DBE construction firm commented that firms that were “contract ready” had advantages over small businesses since larger firms have the staff and resources to do larger projects quickly while small firms do not. [#I-08]

For some, navigating the procurement process is particularly difficult due to heavy paperwork, “red tape” and other similarly challenging factors. [e.g., #I-02, #I-23, #I-28, #PC-08c]

Comments include:

- An African American female representative of a trade association responded, “Internal operational capacity or back office capacity to effectively manage payroll, invoicing, cashflow [and] contracts” constitute challenges. [#TO-05]
- The Asian American owner of a DBE construction firm reported that understanding the bureaucracy of the City-Parish is a challenge. She remarked, “We’ve gone to some DBE meetings for Baton Rouge, and we’ve been in business for quite a long time, but we still can’t figure out how to go through the procurement process for Baton Rouge.” [#I-21]
- An Asian American male owner of a DBE professional services firm commented that the lengthy paperwork required for some City-Parish opportunities is a “waste of time.” [#I-05]
- The African American female owner of a minority woman-owned professional services firm commented that there was a lot of “red tape” when working with the City-Parish. [#I-13a]
- One African American male owner of a DBE construction firm reported that he does not understand the bidding process when working with the City-Parish therefore has not been successful in getting work with the City-Parish. [#I-22]
- The white representative of a trade association reported that City-Parish procurement is particularly challenging because it uses bid submittal software different from other public entities in the State of Louisiana. [#TO-02a]

Some reported that restrictive contract specifications can impact what firms win contracts with the City-Parish, BREC or other public agencies. Some identified examples of restrictive contract specifications; others specifically mentioned that restrictive contract specifications open opportunity to “write out” some contractors in favor of others:

- Regarding working with the City-Parish, the white owner of a professional services firm reported that “the fee structure is ... more restrictive than the private sector.” He added that there are “coordination issues” as well, when compared to private sector work. [#I-33]

- A white representative of a minority woman-owned construction firm reported that contracts are written specifically to contract certain firms and commented that this happens for public projects at all levels. He remarked, “They basically can write the subcontract in the specifications to ‘write out’ guys that don’t fit who they want ... they do it all the time.” [#I-14]
- The African American male representative of a business assistance association reported that the specifications for projects are sometimes amended to fit a company already engaged and performing other work. [#TO-03]

A number of interviewees reported barriers related to insurance and bonding and certified payroll obligations. [e.g., #I-01, #I-12, #I-16, #I-17, #I-26a] As earlier in this appendix, many business owners reported insurance and bonding challenges:

- An African American owner of a DBE construction firm reported that the City-Parish requires high business liability coverage. He commented, “[If] you’re doing a \$50,000 project, they want you to have \$2 million general liability. It just doesn’t make sense.” [#I-01]
- An African American owner of a DBE construction firm reported that line-item bidding within the contracts is difficult to get funding for. He commented, “[The banks] want to see a set price for the entire job as far as bonding [purposes]. When you have 50-line items, it makes it hard to get the contract.” [#I-18]
- The African American owner of a minority woman-owned professional services firm reported that bonding can limit ability to take on large contracts. She commented, “Being a small businessperson, your personal credit has a lot to do with that ... if it’s a loan, you’re not approved.” She added that there was one large project where she wanted to be a prime but because she could not secure required bonding, she had to perform as a subcontractor. [#I-13a]
- The African American service-disabled veteran business owner of a DBE construction firm reported that insurance requirements for vehicles needed to perform work in his industry, as well as the rising cost of workers compensation insurance are disadvantages for small businesses in the local marketplace. [#I-08]
- The white co-owner of a veteran-owned construction-related firm remarked that smaller firms may have issues with payment performance bonds and meeting payroll obligations on larger projects. He commented that small firms must gain an understanding of the local government entity’s payroll process. He reported, “There are certain documents that you must submit to get paid. If you do that properly, then you get paid promptly. If you don’t do that properly, then there’s going to be delays.” [#I-03]

Some business owners and representatives reported challenges with related to project scope, specifications and completion. [e.g., #I-08, #I-20, #TO-04] For example:

- An African American male representative of a minority woman-owned professional services firm reported that general contractors on City-Parish work will provide small time frames to do work with low-bidding subcontractors resulting in a low-quality product. [#I-13b]
- A representative of a minority woman-owned construction firm reported that sometimes the scope of a project changes due to budget reductions while the firm is already working on it. He reported that if the firm had known the new scope from the start, they may have not taken on the project because the margin could become much lower, making the project not worthwhile. [#I-14]
- The African American owner of a DBE construction firm reported the City-Parish's business hours are challenging. He added, "I feel like I could get more done if I could talk to them." [#I-18]
- One owner of a construction firm reported that department heads won't talk with him [about projects] because they don't know his firm, but they don't know his firm because they won't talk to him. [#PC-07g]

Two mentioned constraints that limited BREC procurement opportunities. These include:

- A representative of a majority-owned construction-related firm reported that one of the difficulties he experiences when working with BREC is that some contracts have too limited a budget. He commented, "It makes things difficult for everybody involved." [#I-31]
- The representative of a trade association reported that BREC completes much of its projects with its own employees. He added that the projects they do put out for bid often require specialty contractors.

He commented, "I think BREC is similar to the City." He added, "The only problem I got with BREC is they do way too much work with their own forces." [#TO-02a]

Suggestions for the City-Parish or BREC to improve procurement practices. Some business owners and representatives discussed ways that the City-Parish or BREC can improve procurement practices. [e.g., #I-25a, #I-25b, #I-26b, #I-28, #I-29, #I-31, #TO-10, #PC-08g] Some made specific recommendations for how public sector procurements could strengthen utilization of disadvantaged businesses. [#I-08]

Some reported the need for disadvantaged business goals, as well as enforcement protocols that penalize those primes not in compliance with program goals, Louisiana’s prompt payment statute and other contract requirements. Comments include:

- One African American male owner of a DBE construction firm commented that if the City-Parish were to implement a disadvantaged business goal “that would eliminate a lot of difficulties.” [#I-16]
- A Town Hall participant reported that there must be someone monitoring of the participation of minority- and woman-owned firms and other disadvantaged businesses or no improvements will be made. She added that there needs to be “consequences” for those who do not follow those requirements. [#PC-07h]
- The African American representative of a trade association remarked that there needs to be protocols enforced for prompt payment because waiting for 90 days is too long for most small businesses unless they have a line of credit. [#TO-09]
- An African American service-disabled veteran business owner of a DBE construction firm suggested that prime contractors be “held accountable” by the City-Parish if they breach a contract with subcontractors. [#I-08]
- The African American owner of a minority woman-owned professional services firm commented that the City-Parish should make sure that general contractors end up using the disadvantaged businesses they include on their bids. [#I-13a]
- An African American male owner of a DBE construction firm reported that the City-Parish should adopt a program that ensures general contractors pay subcontractors. [#I-16]
- One African American representative of a minority woman-owned professional services firm reported a myriad of compliance issues. He noted that he often sees bid winners abandon contracts when they realize they cannot make money on a project. He added that the City-Parish needs stronger requirements regarding disadvantaged firms as subcontractors so that firms cannot falsely report “good faith efforts.”

He also reported that general contractors are paying disadvantaged businesses a small percentage to be listed on a contract when they have no intention of ever being used on the project. [#I-13b]

- A female public commenter remarked that in its RFPs and RFPQs, Baton Rouge does not score points for utilization of disadvantaged businesses; she added that the City of New Orleans has a program that which encourages participation. She recommended that the City-Parish adopt a similar system “or no primes are going to utilize [disadvantaged businesses].” [#PC-01]

A few interviewees suggested the need for increased staffing (at the City-Parish and BREC) to better implement new program initiatives. Examples follow:

- This African American owner of a DBE construction firm remarked that Mayor Broome cares about disadvantaged businesses. He suggested the City-Parish staff the disadvantaged business program with qualified people who have a passion for the work. He reported, “If you hire people who truly want [the program] to be a success, it would make ... Baton Rouge extremely popular and ... flourish.” [#I-12]
- The Asian American owner of a DBE construction firm commented that there should be a staff member dedicated to working on issues for disadvantaged businesses on City-Parish contracts and ensuring that they know about potential work. [#I-21]
- The African American representative of a trade association there needs to be a staff of at least four or five including a compliance officer and site inspector to enact programs and ensure they are followed. [#TO-09]

One Asian American owner of a DBE construction firm referenced East Baton Rouge schools as an example of a program for disadvantaged businesses. She suggested that a successful program is “understandable and transparent.” [#I-21]

A few business owners and representatives suggested improving communication methods so that firms are more aware of projects. [e.g., #I-23, #I-28] Comments include:

- An African American male representative of a business assistance association reported that the City-Parish should make a more conscious effort to reach out to businesses. [#TO-03]
- A representative of a minority woman-owned construction firm remarked that job fairs are helpful but commented that improving the email listserv is more important because that gets businesses work. [#I-14]
- The African American owner of an MBE specialty services firm commented that the City-Parish needs to improve communications. He reported that there are many residents who are skilled, but do not know about the abundance of work outsourced by the City-Parish. He added that if more people could learn about these opportunities, then there would be more participation. [#I-02]
- One African American owner of professional services firm reported that he wanted the City-Parish to let the marketplace know about every opportunity that’s “coming down the pike.” [#I-11]

One business owner recommended development of a prime/sub business directory. The male representative of a majority-owned firm reported that there should be a detailed list of specialized companies that are licensed to make finding primes and subs easier. He added that many firms do not have time to research different businesses and compare costs. He indicated that a more detailed list may prevent primes/subs from always working with the same companies. [#PC-08a]

Some reported the need for improved contract specifications that do not favor one business over another, as well as more intervention in selection and utilization of subs. For example:

- The representative of a minority woman-owned construction firm reported that the City-Parish should make its contract specifications for scope and products “more general,” as well as less brand-specific. He commented that small businesses cannot go through classes to learn how to use every product on the market. [#I-14]

He explained, for example, that on occasion a specific machine is specified as a requirement although another type of machine could do the job just as well. He commented that these kinds of contract specifications exclude some companies from pursuing projects, while favoring others with greater resources. He remarked, “I don’t want to fight it because you don’t win.” [#I-14]

- One African American owner of professional services firm suggested that there should also be oversight into who gets picked as subcontractors instead of letting the prime pick the subcontractors. [#I-11]

Some business owners and representatives suggested unbundling or breaking contracts into smaller projects to offer more accessible contract opportunities for small and disadvantaged businesses. For example:

- The African American male owner of a DBE construction firm reported that it would be helpful if the City-Parish unbundled large contracts “so that smaller companies would have the opportunity to compete [for work].” [#I-01]
- One white female representative of a construction-related business association commented that having smaller infrastructure projects available for smaller firms would be helpful. [#TO-07]
- A white female representative of a construction-related business association suggested “unbundling larger projects” to provide smaller firms an opportunity to compete. [#TO-07]
- The African American representative of a trade association remarked that “set asides” are suggested ways to “help small businesses get in the door.” [#TO-09]

“Low-bid” contracts were a problem for some disadvantaged businesses. For example, the African American owner of a minority woman-owned professional services firm commented that City-Parish should not just consider the lowest bid but also the most qualified bidder. [#I-13a]

F. Whether There is a Level Playing Field in the Baton Rouge Marketplace

An unlevel playing field in the Baton Rouge marketplace puts minority-, woman- and veteran-owned businesses and service-disabled veteran-owned businesses and other small businesses at a disadvantage. Topics include:

- The playing field the Baton Rouge marketplace;
- Good ol' boy networks or other closed networks;
- Barriers to hiring and retaining employees;
- Issues with prompt payment;
- Denial of opportunity to bid;
- Unfair rejection of bid;
- Bid shopping and bid manipulation;
- Limited feedback on outstanding bids;
- “Fronts” or false reporting of good faith efforts;
- Stereotyping and double standards;
- Unfavorable work environment, unfair treatment or other disadvantages;
- Barriers to participation in the local marketplace; and
- Suggestions to address unfair treatment and other barriers.

The playing field in the Baton Rouge marketplace. Although a few business owners perceived a playing field as level in the local marketplace [e.g., #I-02, #I-31, #I-33], most interviewees reported that there is not a “level playing field” for disadvantaged businesses and other small businesses. [e.g., #I-07, #I-15, #I-16, #I-18, #I-19, #I-20, #I-21, #I-23, #I-25a, #I-25b, #I-26b, #I-29, #I-32, #I-41, #PC-04, #TO-01e, #TO-02a, #TO-09, #TO-10]

Some described how a level playing field might be defined and could improve opportunities for small and disadvantaged businesses in the Baton Rouge marketplace. For example:

- A representative of a local business assistance program commented that “level” means disadvantaged firms have immediate access to people who can invest in their needs and show a “genuine interest in reaching out to and giving [them] an opportunity to pursue work.” He added that a genuine interest means that someone is committed to offering an “opportunity, not just offering to fulfil a requirement.” [#PC-08h]
- The representative of a majority-owned firm reported that a level playing field means that “an owner of a small business can compete with larger businesses.” He added that small businesses have a harder time with the “red tape” included in business and do not have equal access to relationships in their industry. [#PC-08a]

However, many business owners reported that the current playing field in Baton Rouge disadvantages minority-, woman- and veteran-owned businesses, service-disabled veteran-owned firms and other small businesses. Examples follow:

- The African American male owner of a DBE construction firm responded, “No way [that a level playing field is] possible!” [#I-12]
- One representative of a minority woman-owned professional services firm remarked, “I don’t think there will ever be a level playing field.” He reported that it’s difficult to create a level playing field when there are large firms with the “financial backing” that small and minority-owned firms don’t have. [#I-13b]
- An African American owner of a professional services firm reported that the Baton Rouge marketplace is not a level playing field. He added, “If it was, we wouldn’t be having a disparity study ... we wouldn’t need minority set-asides [and we’d] see a more financially successful minority business community.” [#I-11]
- The Asian American male owner of a DBE professional services firm reported that there is not a level playing field in the local marketplace. He commented, “Having lived in Baton Rouge for over 50 years and having worked in the industry for over 50 years ... I’ve faced it first-hand.” [#I-05]
- An African American owner of a DBE construction firm commented, “I don’t think there’s a level playing field [for minority- and woman-owned businesses and other small businesses].” He added, “I think ... we’re not given the opportunity to ... build a relationship with these larger companies You’re not given the opportunity to ... prove yourself to them.” [#I-01]
- One African American service-disabled veteran business owner of a construction firm reported that there is not a level playing field. He remarked that the firm does not have easy access to opportunities that come about through “good times playing golf.” [#I-10]
- The African American owner of a DBE construction firm reported that there is not a level playing field because the lowest bidding prime wins the project and they have control over choice of subs. [#I-22]

Some indicated that to level the playing field small businesses need to be educated on the value of good business practices and have access to the business services needed to succeed.

Examples follow:

- An African American owner of a DBE construction firm reported that there is not a level playing field in the Baton Rouge marketplace. She perceived that minority- and woman-owned firms are often unlicensed, uninsured, uncertified and without correct taxes or proper legal representation. She added, “All they see is [licensing, insurance, other] as money that is flowing out of their business that they don’t see an immediate impact from.” She remarked, “We have to address how to get these companies [to access to the services they need] or else they will never ... be in the playing field.” [#I-17]

- The African American female representative of a trade association commented that “access to legal representation” to support contract negotiations or litigation in the event of a breach of contract is a barrier for small businesses. [#TO-05]

Another interviewee stated that woman and veteran business owners need to simply redirect their priorities. This white representative of a business assistance association commented that there is a level playing field and woman-, veteran- and service-disabled veteran firm owners “need to be focusing on their business” as opposed to focusing on their “status as a woman, veteran or minority.” [#TO-06]

A few other business owners and representatives reported that minority- and woman-owned businesses have advantages over majority firms. [e.g., #AS-08, #AS-14, #AS-20]

“Good ol’ boy” networks or other closed networks. Many business owners and representatives commented on whether such networks have a negative effect on minority or woman-owned firms [e.g., #I-19, #I-21, #I-22, #I-23, #I-25a, #I-25b, #I-26b, #I-27, #I-29, #I-32, #TO-06, #TO-09, #TO-10, #PC-07c, #PC-07d, #PC-07f, #PC-06].

One white co-owner of a veteran-owned construction-related firm said that closed networks are very rare. He remarked that there used to be “good ol’ boy” networks and closed networks many years ago but that this is currently no longer the case. [#I-03]

However, many others interviewed reported negative effects of “good ol’ boy” and other closed networks. Examples follow:

- An African American representative of a business assistance association indicated that majority-owned competitors in the Baton Rouge marketplace have built ties and “family fortunes” from contacts, that disadvantage other businesses not in the network. [#TO-03]
- The white woman owner of a DBE professional services firm reported being disadvantaged due to the “good ol’ boy system.” [#I-09]
- The African American service-disabled veteran business owner of a construction firm remarked that closed networks exist “more so in Louisiana than anywhere in the country” due to people being “standoffish” and “everybody [knowing] everybody else” through connections. He reported that those connections are made at schools and associations in areas that “minorities haven’t been privy to.” [#I-10]
- One African American female representative of a business assistance association remarked, “... this is still a ‘good ol’ boy type’ of arena in Louisiana and it’s all about ‘who you know’ and not necessarily ‘what you know.’” [#TO-04]

- One African American owner of a DBE professional services firm commented, “Yes ... there is a good ol’ boy network ... it contributes to the lack of opportunities in the Baton Rouge marketplace If you’re not in the ‘clique with them,’ then it’s hard to break that barrier unless [they are] forced to, encouraged to, or mandated to [be inclusive].” He added, “[Good ol’ boys] control the money, opportunities and decision-making ... they control everything so it’s hard to get your foot in the door.” [#I-07]
- Regarding “good ol’ boy” networks, the African American male owner of a DBE construction firm commented, “If you haven’t done work with [those] guys [already], it’s ... hard trying to basically [get] a shot they just go with those same guys they’ve been dealing with for ‘X’ amount of years.” [#I-01]
- One African American owner of a DBE construction firm commented, “There most definitely is a good ol’ boy system here.” He added that “who you know” has a direct impact on the amount of work a firm will win. [#I-18]
- The African American service-disabled veteran business owner of a construction firm reported, “subcontractors make you or break you.” He commented knowing of subcontractors that provide primes who are “friends ... prices that [he’s] not going to get because [he does not] have those relationships.” [#I-10]
- The African American representative of a business assistance association commented that she would like to see a carve-out program which restricts competition to just disadvantaged businesses. She reported, “It will minimize [the ‘good ol’ boy’ network] and it’ll open up opportunities so that those disadvantaged businesses feel like they have a shot.” [#TO-08]

A number of interviewees reported that the City-Parish and others bear responsibility to expose and not perpetuate “good ol’ boy” networks and “back-room deals” that disadvantage disconnected businesses. Examples follow:

- A Hispanic male owner of an MBE/DBE professional services firm reported that there are “relationships” and that it is challenging to enter a closed network. He said, “The City should be able to [determine if there is a good ol’ boy network] by looking at every contract they awarded for the last ten years and do a statistical analysis and look at who’s getting the work.” [#I-04]
- An African American owner of a DBE professional services firm reported that “good ol’ boy” networks negatively the local marketplace. He commented that, “[Networks] can champion inclusion or they can suppress it. Suppressing it, in my opinion, is the same thing as not saying anything about it.” [#I-06]

- The white representative of a minority woman-owned construction remarked, “If you’re not friends with somebody, you can submit a bid [but] you might not hear anything back.” He reported that there are “political agendas at work” because those in power “have a preference” for certain individuals.

This representative added that there are “back-room deals” and remarked, “It makes me sick because a lot of good people don’t get a shot.” [#I-14]

- The African American male representative of a professional services firm reported that “good ol’ boy” networks negatively affect disadvantaged businesses, with firms using their relationships to lobby and persuade members of selection committees. [#I-20]
- The African American owner of professional services firm reported, “If the head of an agency is white, eight times out of ten the person he’s going to call ... is going to be white because he’s got a relationship with him.” [#I-11]
- One African American owner of a DBE construction firm reported, “Most of your politicians are majority as well so naturally they’re going to call the guys that they go fishing, hunting, on vacations with.” He commented, “Nine times out of ten [minority firms] are always the last person to know about anything when the majority knows before the project is drawn up.” He remarked that this has a “super negative effect” on minority- and woman-owned firms. [#I-12]
- An African American female public comment participant perceived that the only reason she was able to obtain projects with the City-Parish was because she had gone to school with an employee. She remarked, “I have learned regardless of credentials, education or experience, that being selected for a contract was solely based on relationships, and issuance of contracts was used as a mechanism to favor those ... [the] political pawn.” [#PC-02]
- The African American owner of professional services firm remarked, “Only five or six firms are getting the lion’s share of the City-Parish budget.” [#I-11]
- An Asian American male owner of a DBE professional services firm commented that the City-Parish selection committee is its own “good ol’ boy” network. [#I-05]

A few business owners and representatives commented that exclusive networks emerge out of relationships built through “fraternities,” “golf,” “school” and other means. Examples include:

- The African American female owner of an DBE construction firm reported that there is a “good ol’ boy” network in the Baton Rouge marketplace. She reported that she’ll go to events in the construction industry and usually be the only woman or minority and the youngest in the room. She commented that most of the other contractors know each other from working together at “various firms, fraternities, or golfing.” [#I-17]

- The African American service-disabled veteran business owner of a construction firm commented, “If I go into a proposal, and there is a selection committee, [and] I don’t know anyone on the selection committee, and the guys who I’m going up against have gone to school with the selection committee, have worked with [them], [or] they have the same associations ... you tell me who’s going to get the job.” [#I-10]

A number of business owners indicated that some relationships can be one-sided or opportunistic. For instance:

- The African American owner of a DBE construction firm commented that he has relationships with some firms, but he believes those “relationships are based on their quotas.” He reported that if the “quotas” were to be removed, those relationships would end. [#I-16]
- An African American male representative of a minority woman-owned professional services firm reported that unless there are “mandatory set-asides,” a general contractor will pick firms they know as subcontractors and not look outside their “closed network.” [#I-13b]

One business owner reported being black balled to the extent that he nearly lost his business. This African American owner of a DBE construction firm reported extreme consequences after having been vocal about the “good ol’ boy” network and local discrimination in the Baton Rouge marketplace. [#I-16]

A trade association representative reported that closed networks are even worse in the private sector. The white female representative of a trade association commented, “When you get into the private side ... it can be a different animal, it’s not necessarily your expertise that gets you the job, it’s who do you know On the private side there is absolutely that fee shopping piece of it.” [#TO-01e]

Barriers to hiring and retaining employees. Some small and disadvantaged business owners and representatives commented on a shortage of trained employees and competition from large contractors and other industries that can pay substantially more. Drug-testing further limits the candidate pool. Comments include:

- A representative of a trade association indicated that finding the right people for the job can be a challenge. He reported, that there is a “brain drain” because people that are educated in Baton Rouge leave the city. [#TO-01c]
- The white representative of a trade association reported that employees in the industry typically jump from job to job. He added that the labor market for construction workers has contracted and created an increase in demand for qualified labor, which allows workers to pursue the highest paying opportunity. [#TO-02b]

- An African American owner of a DBE construction firm reported, “I’ve let go of really good employees because I know I have to pay them more money, but I can’t compete with [the pay] provided by a prime contractor.” He added, “The primes think you should decrease your labor rate when you work in different parishes, but that’s hard to do while [trying to maintain] a quality workforce.” [#I-22]
- One African American male representative of a minority woman-owned professional services firm reported that finding qualified employees is a challenge because potential employees either don’t have driver’s licenses, are unqualified or go to larger firms that can pay them more. He added, “Competition is a problem right now ... what the [factories] can pay a skilled person versus what I can pay a skilled person [differs drastically] based off of the contracts we get.” [#I-13b]
- One African American female owner of a construction firm reported that in her specialty contracting industry, it has become increasingly difficult to find trained employees legally able to work in the United States. [#I-19]
- The white representative of a trade association commented, “Everybody is looking for qualified employees.” He reported that due to the nature of their work, they must drug test to avoid putting impaired people on the job but that many potential employees do not pass the drug test. [#TO-02a]

Issues with prompt payment. Business owners and representatives expressed challenges with prompt payment on contracts. [e.g., #I-01, #I-10, #I-11, #I-12, #I-07, #I-13b, #I-17, #I-19, #I-20, #I-21, #I-25a, #I-26a, #I-27, #I-29, #I-32, #I-47, #TO-01d, #TO-02, #TO-09, #TO-10]

For example, An African American representative of a business assistance association noted that in the Baton Rouge marketplace, disadvantaged businesses are the targets for untimely payments. [#TO-08]

Some reported having experienced outstanding invoices of 60 days to a year, and how that adversely affects small and disadvantaged businesses. Comments include:

- Regarding issues with prompt payment, the white representative of a trade association commented, “I think it’s the way our profession is set up You’re doing a [service], you’re invoicing and then if they’re 60 days out ... it’s just a long time to maintain someone’s salary.” [#TO-01g]
- An African American owner of a DBE construction firm reported issues with prompt payment on government contracts. He explained, “... having to put my own resources on the line to pay people and then having to wait 30 days ... that sways my attention to what projects I’ll do.” [#I-18]
- One representative of a minority woman-owned construction firm reported that the firm sometimes waits months to receive payment with some invoices outstanding 60 to 90 days after the work is completed firm; this firm does not always have the necessary upfront capital to manage extremes in cashflow. [#I-14]

- The representative of a trade association reported that issues with prompt payment adversely affect small and disadvantaged businesses in Baton Rouge. He added that it is the “worst problem” that they have. He reported that some of the members have been without final payment from the City-Parish for over a year. [#TO-02a]
- The white representative of a trade association reported, “The City[-Parish] does not pay on time, so you need a line of credit to weather the storm.” [#TO-11]

Some discussed issues with primes paying subs, and any retaliation. For example:

- The African American male owner of a DBE/SBE professional services firm reported that he has personal knowledge of prompt payment issues and believes that all subs should be paid within 30 days. [#I-06]
- The African American female representative of a trade association reported that association members have experienced issues with prompt payment from primes not managing cashflow well. [#TO-05]
- One African American owner of a DBE construction firm commented that he doesn’t “ever get paid on time” when working with primes. He added that he is either paid very slowly or isn’t paid enough. He remarked that his only recourse is to stop working with contractors that do not pay promptly and then give him a “hard time.” [#I-16]

A minority subcontractor reported “skin color” as the reason he was not getting paid promptly by a prime contractor. This African American representative of a minority woman-owned professional services firm reported that once when asking to be paid, a general contractor inquired “why he needed the money” and asked if he might have “outside kids,” playing on a racial stereotype. [#I-13b]

He stated, “I’m thinking he’s looking at that money that he’s giving me and the ‘color of my skin’ and declares, ‘I don’t want to give this kind of money to this guy.’” [#I-13b]

One business owner reported retaliation by a prime when reported for not paying his invoice. This African American owner of a DBE construction firm reported that on one contract his firm was only paid \$6,000 from a prime when it was due \$60,000 and that when he reported the prime; retaliation from the prime resulted in an unfavorable work environment. [#I-25a]

The representative of a trade association commented that private sector can be worse than public sector when it comes to payment. This representative stated, “Everybody has cash flow issues in their business ... I would say in our perspective, if you have a public sector client there might be a little bit more bureaucracy involved with that process ... but it doesn’t get out of synch very often.” [#TO-01f]

The same representative added, “If the City of Baton Rouge signs a [professional services contract] to do something, and you do what you’re supposed to do, you will be paid ... [There] might be a little paperwork and all that, but you will get your money.” He commented, “In the private sector it’s much more ‘rough and tumble.’” [#TO-01f]

A small group of business owners indicated that late payments do not typically affect their operations. [e.g., #I-02, #I-05, #I-08, #I-15, #I-31]

Denial of opportunity to bid. Many business owners and representatives reported barriers within the bidding process that prevent small and disadvantaged firms from bidding. [e.g., #I-01, #I-11, #I-12, #I-13b, #I-14, #I-15, #I-16, #I-21, #I-29, #TO-09, #TO-10] Examples follow:

- An African American male owner of a DBE professional services firm reported witnessing denial of opportunity to bid from a selection board that operated as a “good ol’ boy” network. He added, “[The process] is very subjective, so until more people want to assist or help [minority-owned businesses], there’s a lack of faith that we can perform unfortunately.” [#I-07]
- A representative of a majority-owned construction-related firm reported that for some state and university work his firm has “not been invited” to bid and he described this work as “closed off.” [#I-31]
- The African American male representative of a business assistance association said that restrictive contract specifications were analogous with denial of opportunity to bid. He commented, for example, that firms cannot bid unless they meet the insurance requirements or have the financial statements to purchase certain types of insurance. [#TO-03]

Some indicated not having witnessed any denial of opportunities to bid. [e.g., #I-02, #I-05, #I-08, #I-17, #I-19, #I-22, #I-26a, #I-32]

Unfair rejection of bid. Many business owners and representatives indicated that unfair bid rejections are barriers to success. [e.g., #I-01, #I-10, #I-11, #I-12, #I-15, #I-16, #I-17, #I-29] Comments follow:

- The Asian American owner of a DBE professional services firm commented, “Some of the projects I applied for with [the] City-Parish ... that we were qualified to do, [were] declined.” [#I-05]
- An African American owner of a specialty services firm commented, “Yes, I had an issue with one of my contracts ... I called the City and they said I ‘did this incorrectly’ ... someone else did the same thing on a later contract and I was the lowest bidder ... so I thought I was the winner ... I didn’t get the contract.” [#I-02]
- One African American representative of a minority woman-owned professional services firm reported that the board of another Louisiana municipality awarded his firm a contract but that the Mayor at the time reversed the board decision even though his firm was the only one who submitted a bid on time. [#I-13b]

- The African American owner of a DBE construction firm commented that general contractors would tell him his subcontracting bid was too high but then he would later find out that the winning subcontracting bid was even higher than his. He explained in these cases, “They knew the guy. [The prime] had a working relationship with them.” [#I-12]

Some indicated that they have not witnessed or experienced any issues with unfair rejection of bids. [e.g., #I-07, #I-08, #I-19, #I-21, #I-22, #I-31, #I-32]

Bid shopping and bid manipulation. Bid shopping and bid manipulation are pervasive according to most business owners and representatives. [e.g., #I-01, #I-08, #I-11, #I-12, #I-13b, #I-15, #I-19, #I-22, #I-25a, #I-26a, #I-27, #I-29, #TO-08, #TO-09, #TO-10, #PC-07c, #PC-07f] For example:

- An African American service-disabled veteran business owner of a construction firm reported, “A lot of these brothers have gotten to a point where they’re so discouraged because the numbers are being shopped.” He added that because there is so much bid shopping and manipulation, if a prime contractor does not give a contract to a friend who knew the target price, then it probably is not possible to reach this price for a project. He commented that a subcontractor that does reach that price probably has not been provided with all the necessary information, which could cause the firm losses later. [#I-10]
- A white representative of a minority woman-owned construction firm reported that bid shopping is common and for that reason the firm submits bids as close to the deadline as possible. [#I-14]
- The African American female owner of an MBE/DBE/WBE construction firm remarked, “I believe that happens all the time.” She added that spoke from personal experience. [#I-17]
- An African American female representative of a business assistance association reported, from experience, that “shopping” of bids disproportionately impacts disadvantaged businesses. [#TO-08]
- The African American male owner of a DBE construction firm commented that disadvantaged business owners’ bids on projects should go to a central agency to help avoid bid shopping. [#I-22]

Only a few indicated that they have not witnessed or experienced any bid shopping or manipulation. [e.g., #I-02, #I-07, #I-16, #I-21, #I-31]

Limited feedback on outstanding bids. No feedback on bid proposals is confusing and challenging for many business owners. [e.g., #I-01, #I-10, #I-11, #I-12, #I-13b, #I-15, #I-16, #I-18, #I-21, #I-22, #I-26a, #I-32, #TO-03, #TO-09, #TO-10] Examples include:

- An Asian American male owner of a DBE professional services firm reported that his firm “never got any feedback” on bids or proposals. [#I-05]

- When asked about submitting bids or proposals and not getting feedback, the African American female representative of a trade association reported, “It happens all the time.” [#TO-05]
- A white owner of a construction-related firm suggested that the City-Parish improve their procurement announcement processes. He commented that he does not understand their notifications of bids, awards and payment terms. [#I-36]
- The owner of a DBE construction firm reported that he bid on a contract with the City-Parish and that it has taken more than eight months for bid results. He added that he has money in a bond for this project. He indicated that it hurts his firm’s cashflow to wait this long to find out if he has won or lost on a bid. [#PC-07b]
- The white female representative of a trade association commented reported issues with government transparency and feedback regarding project awards. [#TO-01a]

Only a few interviewees indicated that they have not experienced any issues with submitting bids or proposals and not getting feedback. [e.g., #I-02, #I-07, #I-08, #I-31] For example:

“Fronts,” or false reporting of good faith efforts. Business owners were asked about their knowledge of “fronts” and good faith efforts issues. Some reported their experiences which were wide. [e.g., #I-11, #I-12, #I-16, #I-21, #I-22, #I-26a, #I-29, #I-32] For example:

- An African American male owner of a DBE professional services firm commented that there is a lack of good faith efforts, in part, because there are no compliance or verification efforts to keep firms honest. [#I-06]
- The African American owner of a DBE construction firm reported that she has been offered to be a “pass-through” for general contractors to list her as a subcontractor in order to meet contract goals. She added, “I’m not interested in being ‘used’ [with the prime] throwing a couple pennies my way.” She reported that these practices hurt the “legitimacy” of the program. [#I-17]
- One African American representative of a minority woman-owned professional services firm confirmed “good faith efforts” issues in the Baton Rouge marketplace. He added knowing that some general contractors pay disadvantaged businesses a small percentage to be listed on a contract with no intention of ever using them. [#I-13b]
- The representative of a business assistance association reported that there are instances where general contractors include DBE firms on contracts in order to win bids but then never use them. She added that there should be a mechanism which requires “proof of performance” for these subcontractors. [#PC-07j]

- The African American male representative of a trade association remarked that legitimate good faith efforts are rarely made. He stated that some firms send out a mass email to companies not knowing if it goes to their junk folder or even their correct email. He reported that some firms will say they called a firm when they really dialed the fax number instead. [#TO-09]
- The African American owner of a DBE construction firm reported that he is concerned with majority businesses including their wives as owners in order to certify as woman-owned businesses, when they are not involved in the business. [#I-12]
- A male Town Hall participant reported that white males were having their spouses start business in the wives' names to achieve disadvantaged status which has negatively impacted his opportunities. [#I-43]

Some others indicated no direct knowledge of “fronts,” or false reporting of good faith efforts. [e.g., #I-01, #I-02, #I-07, #I-08, #I-13b, #I-14, #I-15, #I-18, #I-31, #TO-10]

Stereotyping and double standards. Stereotyping of minority-, woman- and veteran-owned businesses and service-disabled veteran-owned firms is common in the marketplace according to some business owners and representatives. [e.g., #I-08, #I-11, #I-15, #I-16, #I-21, #I-22, #I-26a, #I-27, #I-29, #TO-09, #TO-10, #PC-07c]

Based on race and gender, many described being on the “watchlist,” unfairly scrutinized or manipulated. Some reported that minority business owners are expected to work harder than majority firms. Women business owners report that they are “not taken seriously” or are considered not as able as men. Examples follow:

- One African American owner of a DBE construction firm reported, “Being an MBE, you always think you’re going to be treated unfairly ... you have to rise to the occasion to prove everyone wrong.” He added, “I have to do a lot more work than the average guy It takes away from the profit at the end of the day.” [#I-22]
- An African American owner of a DBE professional services firm commented, “You have to ‘prove yourself’ as an individual and then you have to ‘prove yourself’ as a company ... you also had to compete against people ... not open to minorities” He added, “They question your ability; you’re always on the ‘watchlist’ ... you’re scrutinized more than anyone else.” [#I-07]

This professional services firm owner explained, “Even after 30 years, I still feel like I have to prove myself.” [#I-07]

- An Asian American owner of a DBE professional services firm remarked, “They tend to ‘nitpick’ on the type of work ... especially for a minority company.” He commented, “You cannot prove it, but [stereotyping and double standards are] always there.” [#I-05]

- The African American owner of a DBE construction firm reported that there was a situation where a minority subcontractor had done a poor job for a majority prime contractor. He then explained that his firm was hired to replace the poor performing subcontractor. He remarked, “You would have thought they were launching an aircraft out of Cape Canaveral ... they had that many people looking at our guys to make sure we didn’t make the same mistake.”

He added, “When one minority does a bad job on one job, then every minority is a bad minority. The majority just thinks that way.” [#I-12]

- One African American service-disabled veteran business owner of a construction firm reported that if “a black plumber screw[s]-up” then the client might say, “I’ll never get another black plumber,” when that is not the standard for majority plumbers. [#I-10]
- An African American Town Hall participant reporting on a special business development program commented, “... it seemed that any contracts which were awarded to minority business owners were questioned by community leaders.” She added that contracts for majority businesses were not questioned. [#PC-02]
- Regarding woman-owned businesses, the African American owner of a construction firm commented, “We’re women and we are not taken as seriously as a man ... just that ‘old way of thinking’ that we can’t do [a project] better than or even equal to [what] a man can.” She added that some people ask, “Is your husband doing [the work]?” [#I-15]
- An African American owner of a construction firm reported that she has experienced double standards including attempts to “manipulate her because they think that they can get over on us because we’re women.” [#I-19]

Some commented on a “stigma” associated with being a disadvantaged business; others commented that disadvantaged businesses may be perceived as less equipped to perform basic business operations and project tasks. For example:

- The African American service-disabled veteran business owner of a construction firm reported that firms have better opportunities as “a non-minority, than you have as a minority business owner,” and that there is a “stigma” associated with minority-owned businesses that he has “dealt with constantly.” He added that if a black plumber “screw[s]-up” then the client might say, “I’ll never get another black plumber,” when this isn’t the case for majority plumbers. [#I-10]
- One African American representative of a business assistance association reported, “There’s still a stigma about doing business with a disadvantaged business.” She continued, “They just don’t ... have that level of confidence that if [they] award [a] contract to a small business or to this disadvantaged business that they’re going to be able to deliver.” [#TO-08]
- A white representative of a majority-owned professional services commented that some people are hesitant to give some of the DBEs work because they believe they will not do as good of a job. [#I-24]
- Relate to stigmas, the white representative of a construction business association reported that firms with more experience tend to secure a greater amount of work than newer firms lacking similar experience, which often are minority-, woman- and veteran-owned firms as well as small businesses. [#TO-07]
- The African American owner of a DBE construction firm commented that she has heard firms say, “We absolutely want a minority firm, but we only want those that perform well.” She added that there shouldn’t be this belief that minority-owned businesses do not normally perform well. She reported that “that’s a southern mindset about anything related to people of color.” [#I-17]

A white male representative of a minority woman-owned construction firm could empathize with issues of race and gender discrimination, based on his own experience. He commented that because of his pick-up truck some people consider him to be a “redneck” and added that he assumes similar assumptions are made about others based on race and gender. [#I-14]

A few business owners and representatives indicated that they have not witnessed or experienced any stereotyping or double standards. [e.g., #I-01, #I-02, #I-31]

Unfavorable work environment, unfair treatment or other disadvantages. In addition to stereotyping and double standards, some business owners reported different treatment because of race or gender. Some reported limited access to opportunities in the marketplace.

Several interviewees reported on “institutionalized” treatment. For example:

- One African American representative of a trade association remarked that it is hard to fully explain unfair treatment because it is “institutionalized” and therefore leads people to having “standard answers” designed to justify unfair treatment. [#TO-09]
- When asked if he has experienced unfair treatment, the African American owner of a DBE construction firm reported extreme challenges. He stated, “Every day and all day, every month, every second and minute.” [#I-12]
- A female Town Hall participant reported that the City-Parish contracting practices are, from her perspective, discriminatory. [#I-48]
- The African American owner of a DBE construction firm commented, “I’ve been in situations where [primes] just ... tell you, ‘If there’s nothing ‘mandated,’ we don’t have to use you.’” [#I-01]

Business owners and representative described unfavorable treatment in the marketplace. [e.g., #I-12, #I-17, #I-21, #I-22, #I-25b, #I-29, #I-33, #TO-03, #PC-07a] Some reported unfavorable treatment based on race and gender, for example:

- The African American owner of a professional services firm reported that there is difficulty for small minority- and woman-owned firms to obtain subcontract work. He commented, “Primes pick [subcontractors] who look like them.” [#I-11]
- An African American business owner reported being treated differently than others on the jobsite. This owner of a DBE construction firm commented that he sees unfair treatment as a minority business owner “all the time.” He commented that people have “different reactions” when he arrives on jobs sites and they see he is African American than when he talks with them on the phone. He remarked, “I think a white woman out here has a better chance than a black man.” He reported that when his white female employees work on a jobsite, they usually face no issues, but with him, it can be like “pulling teeth” working with general contractors. [#I-16]
- Several women business owners reported not being treated as equally able as a man to do the job. [#I-15, #I-19]
- The African American male owner of a specialty services firm remarked, “The smaller minority companies have to take what’s at the bottom of the barrel.” [#I-02]

As reported earlier in this appendix, many firms indicated that small businesses are often limited by closed networks and a general lack of opportunities in the marketplace. These barriers often impact minority- and woman-owned businesses as they are disproportionately small. For example:

- One African American representative of a business assistance association commented that small firms that are not in the network do not have access to the contracts that are not open for bid because they do not have “in-roads with decision makers.” [#TO-03]
- The African American service-disabled veteran business owner of a construction firm reported that small businesses in general face additional difficulties due to closed networks and the established contractor-subcontractor relationships of larger companies.

He went on to report, “You’re totally out of the loop because [there are] no minority players ... able to help and empower you to be able to [compete] in a fair and open market.” [#I-10]

- A white co-owner of a veteran-owned construction-related firm remarked that smaller firms may have issues with payment performance bonds and meeting certified payroll obligations on larger projects, as well as suffer from untimely payments. [#I-03]
- One African American owner of a DBE construction firm reported limited opportunities for minority- and women-owned businesses and other small businesses because they are not afforded opportunities for large projects. [#I-22]
- An African American service-disabled veteran business owner of a DBE construction firm commented that because large contracts offered by the City-Parish often do not include portions that smaller businesses can handle, procuring only larger contracts can be a barrier for small businesses. He added that larger firms that are “contract ready” have advantages over others since larger firms have the staff and resources to mobilize quickly for large contracts while small firms do not. [#I-08]

Barriers to participation in the local marketplace. Many interviewees indicated that barriers for minority- and women-owned businesses and other small businesses persist in the local marketplace. [e.g., #I-03, #I-5, #I-16, #I-20, #I-22, #I-25a, #TO-02a, #TO-05, #TO-09, #PC-08i]

Many businesses spoke about barriers to positioning their businesses as players in the Baton Rouge marketplace. For example:

- The African American owner of a DBE construction firm reported, “I don’t think [the Baton Rouge marketplace is good at all as far as minorities” He added, “The challenges are ... I don’t think they package the projects that [are] tailor[ed] for small businesses.” [#I-01]
- The African American male owner of a DBE construction firm reported that he must compete against other minority subs that he knows are not as qualified. [#I-22]

- The African American male representative of a majority-owned professional services firm reported that the information is available to the public, but “contracts are won before the advertisement.” He added, “If you’re able to establish relationships ahead of the advertisement ... you get a head start on putting together the right team, you’ll have insight into what firms the particular agency feels more favorable towards so you can include them on your team. That’s where those contracts are really won. Once it’s advertised, you’re late to the party.” He commented, “That’s where minority firms have trouble competing, if they don’t have someone dedicated to business development.” [#I-41]
- An Asian American owner of a DBE construction firm remarked, “A lot of minorities or new businesses would starve before they’d ever obtain work.” [#I-21]
- The African American male owner of an MBE specialty services firm offered that the lack of outreach regarding projects and solicitations is a barrier. [#I-02] A trade association representative pointed out that small minority- and woman-owned firms often have no knowledge of procurement websites or other public sector information and bidding channels. [#TO-02a]

A few business owners and representatives commented that selection committees or government officials do not make efforts to be inclusive. For example:

- An African American service-disabled veteran business owner of a DBE construction firm remarked that he does not believe there is a concerted effort by local government entities to reach out to minorities, women, veterans and small businesses. [#I-08]
- The Asian American male owner of a DBE professional services firm commented, “Companies like mine [owned by people of color] have a difficult time getting projects due to the selection committee.”

He added that the committee is currently consists of former contractors with political influence. [#I-05]

- A Town Hall participant commented that there are seven members on a board that scores proposals and statements of qualifications. He reported that firms looking for entry opportunities cannot score high enough to qualify for work because they have not previously worked for the City-Parish. [#PC-03]
- An African American owner of a DBE construction firm reported that for two years he won an annual contract with the City-Parish but that he never received a call because “once the [City-Parish official] saw that I was black, then I wasn’t going to get [any] work.” He added that another minority-owned firm that was conducting work on the same contract with the City-Parish experienced similar treatment. He commented that he had a good relationship with a previous director of the Public Works Department and as a result, he did a lot of work with the City-Parish. He added that when that director left, “that was the end of that.” [#I-16]

- The African American female owner of a minority woman-owned professional services firm reported, “I don’t know many minority companies that do work for the [City-Parish].” She added, “Baton Rouge is a metropolitan city that thinks it is still a country town ... they need to grow with how they do business.” [#I-13a]

A few business owners and representatives reported barriers to working with area primes. Experiences were wide. For example:

- The African American owner of a DBE construction firm commented, “When it comes to subcontracting, I don’t think it’s an even playing field when you’re trying to subcontract with major primes on projects.” He added, “If there’s nothing mandated, [primes] don’t have to use you.” [#I-01]
- An African American representative of a professional services firm reported that primes often try to “lock in DBEs to do work exclusively” with them which limits their opportunities. He added that primes often change the scope of a project after they win bids, resulting in smaller firms having to take a smaller piece of the revenue. [#I-20]
- One African American service-disabled veteran business owner of a DBE construction firm remarked that because large contracts often do not include portions that DBEs can handle, having larger bundled contracts can be a barrier. He commented that large general contractors often do not want to work with minority- or woman-owned firms. He reported, “I am contract-ready, I’ve got bonds, I’ve got the capital ... experience ... and the [general contractor] ... [they still say,] ‘We don’t want to work with him.’” [#I-08]

A small group of business owners and representatives reported no unfair treatment in the marketplace. [e.g., #I-02, #I-05, #I-19, #I-31, #I-33, #TO-02]

Suggestions to address unfair treatment and other barriers. Many suggestions were offered by business owners and representatives that could remedy barriers faced by minority- and woman-owned firms and other small businesses. [e.g., #I-07, #I-21, #I-23, #I-25a, #I-27, #I-29, #I-32, #I-41, #TO-09, #PC-08a] Business owners and representatives offered a number of suggestions as remedies.

Some wanted improvements to the procurement process. For example:

- The African American service-disabled veteran business owner of a DBE construction firm reported that there is the need for open dialogue between local government entities and disadvantaged groups. [#I-08]

He added that subject matter experts should evaluate proposal submissions, scoring should be transparent and formal procedures should be established for bid protest-related grievances. [#I-08]

- An African American female owner of a construction firm reported that assessments of firms should be qualification-based instead of based on “who you know.” [#I-15]
- One African American male owner of professional services firm commented that there be more transparency and improved communications such as “taking phone calls seriously.” [#I-11]

Some business owners and representatives reported that there should be a prompt payment system. Payments are challenge for some business owners. Comments include:

- The African American owner of a DBE construction firm reported that the City of New Orleans monitors the entire payment process to make sure everyone is paid correctly and on time; he commented that other municipalities should adopt their prompt payment policy. [#I-16]
- An African American representative of a minority woman-owned professional services firm commented that the City-Parish should have a system which allows DBE firms to be paid earlier and negotiate a payment schedule within their bid. [#I-13b]
- The African American owner of a DBE construction firm reported that the money DBEs are owed should be given to them without going through the “prime contractors’ hands” to avoid issues with prompt payment. [#I-22]

He added, “Nine times out of ten, the municipality has given the money to the primes [on time] and the primes [delay payment to the subs] because they are behind on something else or owe someone else money.” [#I-22]

G. Insights Regarding Contract Goals, Business Assistance Programs and Certification

The study team asked business owners and representatives for any insight regarding contract goals, business assistance programs and certification. Topics include:

- Contract goals or other preference programs;
- Business assistance programs; and
- Certification.

Contract goals or other preference programs. Business owners and representatives were asked to provide any insights regarding contract goals or other preference programs.

Many reported being aware of a number of contract goals or other preference programs and indicated having positive experiences. [e.g., #I-07, #I-18, #I-19, #I-20, #I-21, #I-26a, #I-27, #I-29, #I-32] Comments include:

- The African American service-disabled veteran business owner of a construction firm remarked that he chose to work with the federal government because “the federal government gets it right.” He reported, “The federal government [mandates that] 30 percent of every dollar that is spent has to go to [a] minority-, woman-owned or veteran-owned business [giving] you an opportunity to build to scale and the environment that is conducive for that.” [#I-10]
- The African American male owner of a DBE construction firm commented that approximately 95 percent of the jobs he works on have a DBE goal. [#I-16]

To ensure participation of minority- and woman-owned businesses and other small businesses, some businesses, many proposed that there is a need in the City-Parish and BREC for a “mandated program” with more “teeth.” Examples include:

- One business owner suggested that the City-Parish model a Baton Rouge program after the City of New Orleans small business program and support it with staff. [#I-12]
- An African American representative of a business assistance association stated that there should be goals and penalties for not meeting those goals. [#TO-08]
- An African American male owner of a DBE construction firm remarked, “We’re not asking for free money; we’re asking for the opportunity to work.” He commented that having a program with “teeth” is the way to accomplish this. [#I-25a]
- The African American service-disabled veteran business owner of a construction firm remarked that mandates [goals] need to be put into place for the “good of the entire community.” [#I-10]
- An Asian American owner of a DBE professional services firm commented, “It’s a shame that the city has not implemented a goals program.” He added, “The goals program does not assure you will get the work, but it gives you a better chance.” [#I-05]
- The African American female owner of a professional services firm reported the City-Parish is the only place where there are no checks to make sure that general contractors actually did their due diligence to find DBE subcontractors. [#I-13a]
- A public entity representative stated, “I don’t want to presume I know the problems you face ... the more the level the program is ... the more opportunity we can provide.” [#I-51]

A few were not in favor of contract goals. Examples include:

- The white female representative of a trade association reported, “If it were to be a requirement, it would definitely [be a barrier] because there just aren’t that many firms that qualify here in town.” She added, “Instead of giving work to someone here locally, you’re having to go elsewhere out of the Parish, or even out of the state, to get a qualified firm to fill it if it becomes a requirement.” [#TO-01e]
- The white representative of a trade association reported that if the City-Parish sets a 25 to 30 percent goal, then the programs will be doomed to fail. He added that this is a “Recipe for disaster.” [#TO-11]

Some business owners and representatives agreed that there should be greater oversight of primes or penalties applied to those that do not meet goals. For example:

- A male representative of an industry association cautioned that contract goals without enforcement can result in disadvantaged businesses and other small businesses wasting their time and resources pursuing contracts that they have no real chance of working on or winning. [#PC-08k]
- A Town Hall participant reported that the City-Parish should monitor contractors who win bids to ensure that proposed subcontractors/subconsultants are truly used on projects. [#PC-04]
- The white representative of a minority woman-owned construction firm reported that there should be protection of subs from primes written into contracts to ensure fair treatment. He added that there should be preferential treatment for local businesses. [#I-14]
- An African American representative of a business assistance association reported that there should be specific goals for a percentage of City-Parish contracts to go to disadvantaged firms and goals for large bids to have a certain percentage of subcontracting dollars to go to disadvantaged firms. She added that there should be penalties for not meeting goals. [#TO-08]
- The African American owner of a DBE construction firm commented that penalties should be in place for unethical practices like placing a contract on probation or not allowing a firm to bid for a certain amount of time if they are found violating the rules of the program. [#I-18]

Business assistance programs. Many business owners reported using some type of business assistance program. [e.g., #I-02, #I-12, #I-07, #I-16, #I-18, #I-19, #I-21, #PC-08g, #PC-08]

Some reported on business assistance programs they were knew or participated in at some time. Examples follow:

- Regarding business assistance programs, the African American female representative of a trade association commented that her association’s members have taken advantage of business assistance programs in the State of Louisiana through the Urban League of Louisiana, Louisiana Economic Development, Small Business Administration and Small Business Development Centers to receive technical assistance. [#TO-05]
- One African American service-disabled veteran business owner of a construction firm reported that he started out doing construction for the school board as part of the Fair Share Program, a program that allowed projects under \$5,000 to “just be given to you.” He added, “Then it allowed you to be selected, and that’s state bid law ... that they could go back and get two people for projects that were under \$90,000.

That same business owner reported that his company has taken part in the SBA 8(a) program, bonding assistance programs, mentorship program and DBE and other classes. He added that other public entities should “mirror” the Small Business Administration’s 8(a) program. He commented that the program has a “graduation process” and that the program only lasts for nine years. He added that it assists in getting a business off the ground while providing income opportunities. [#I-10]

- The African American service-disabled veteran business owner of a DBE construction firm commented that he has taken advantage of Louisiana Economic Development Program, HUD and veterans assistance and Small and Emerging Businesses Development Program. [#I-08]
- The African American female representative of a business assistance association reported that her association encourages firms to take advantage of the training programs offered by Small Business Development Centers. [#TO-08]
- One African American female service-disabled veteran business owner of a goods firm remarked that there is a small business center that offers classes about how to obtain DBE certification but commented that some people are doing their businesses on the side, so they do not have the ability to take off time from their main job to attend. She commented that some people might not even know that they should be certified. She added that if someone knows how to use the LED program, he or she can become successful. [#I-23]

Some business owners reported limited follow-through when seeking local business assistance, and other areas for improvement in delivery. For example:

- The white representative a trade association and business owner commented, “I have seen a lot of programs that are geared towards disadvantaged businesses ... but they all seem to be [very] elementary level course[s].” He added, “What I’d love to have seen ... [is] how to take the next step with my business, or as a veteran, how can I leverage that in some capacity to conduct business with the City.” [#TO-01c]
- One African American male owner of a DBE construction firm reported that he has reached out for financial business assistance but did not receive any help. [#I-22]
- An African American female owner of a professional services firm reported that the City does not follow through on offering assistance programs such as marketing assistance and business analysis. She added, “They’ll tell you in the meeting that they offer [these services], but they don’t follow through with helping me.” She commented that she receives most of her help from the Small Business Administration. [#I-32]

A number of business owners and representatives made recommendations for strategies that could fill gaps in local business assistance programs. For example:

- The African American female owner of a professional services firm commented that the City-Parish should have a representative who helps disadvantaged and other small businesses work with banks and other financial institutions to obtain financing. [#I-13a]
- One African American owner of a DBE construction firm reported that there should be programs that support and help fund “shared services.” She added that she would like to hire a bookkeeper but could only provide 10 hours of work per week and most individuals need more work than that. She commented that if she could share this person with three other firms, they would be all benefit. [#I-17]
- An African American owner of a minority woman-owned professional services firm reported that she has participated in several trainings and business assistance programs through the state of Louisiana but that she still has trouble finding “financial institutions that will lend [her] money.” [#I-13a]
- The African American male representative of a trade association remarked that most of the firms have taken advantage of business assistance programs by the time he works with them. He reported that after Hurricane Katrina, there were subsidized programs but that since then, often individuals must pay \$50 or \$75 for a class. He added that this expense can be hard for small businesses but that even for those that can afford it, it can be a challenge to set aside time for more in-depth classes. [#TO-09]

Some business owners and representatives reported on their experience with or knowledge of mentor-protégé programs. Experiences varied. [e.g., #I-07, #I-24, #PC-08d] For example:

- The Asian American male owner of a DBE professional services firm reported that mentor-protégé programs can be good if done properly and protégés are rotated. [#I-05]
- A white representative of a trade association reported that the state of Louisiana tried to have a mentor-protégé program that it never “got off the ground.” [#TO-02a]
- The owner of a minority-owned professional services firm reported that his firm successfully participated in a mentor-protégé program through the Fair Share Program. He added, “We started as a one-man shop ... four or five years later we’re 20 plus [employees] because of the opportunity that was given.” [#PC-07e]
- An African American representative of a business assistance association commented assist firms on how to properly use mentor-protégé programs. She reported, “[A] disadvantaged business or a small business will lose sight of why they entered into this agreement in the first place.” [#TO-08]
- One African American service-disabled veteran business owner of a construction firm reported that although he had been a mentor in the past, he did not think the mentor-protégé program was beneficial because the mentor-protégé relationship did not truly form. He added that often either the larger firm was taking advantage of the smaller firm or the smaller firm was not looking to truly grow its business. [#I-10]

Certification. Business owners and representatives were asked if they are aware of any certification for disadvantaged businesses, veteran-owned/service-disabled veteran-owned businesses or other certifications in Louisiana. Most reported being aware of such certifications. [e.g., #I-02, #I-07, #I-08, #I-10, #I-11, #I-13a, #I-14, #I-15, #I-16, #I-17, #I-19, #I-21, #I-22, #I-23, #I-24, #I-25a, #I-25b, #I-26a, #I-27, #I-32] Comments include:

- An African American owner of a DBE construction firm reported that he has been a certified MBE in New Orleans the entire time his firm has been in business. He commented that he is certified with the Louisiana Department of Transportation and Development. He reported using small business set-asides from the United States Army Corp of Engineers. He added that without these programs, his business “would not be as successful today and our business would not have grown as fast and as strong.” [#I-12]
- The African American owner of a DBE professional services firm reported experience with the certification process with the city, state and federal level. He added, “It would be nice if the city of Baton Rouge had a certification program.” [#I-07]

- A white male owner of a professional services firm reported that the certification process is “fairly straightforward” and those eligible for certification should pursue it. [#I-33]
- A female Town Hall participant certified by La DOTD commented that there is no question that this certifying agency is doing what they are supposed to by checking in on her business and making sure that she is operating according to the rules and regulations of her certification. [#I-50]

For many, any or all local certification processes were inherently difficult. [e.g., #I-18, #I-19, #I-21, #I-26a, #TO-09, #AS-24] Most reported that certification is time consuming and paperwork-intensive, and, for some, “difficult.” For example:

- An African American female owner of a professional services firm commented that certification was not difficult but was “paperwork intensive.” [#I-13a] The African American male owner of an MBE specialty services firm commented, “It’s difficult ... well its time consuming.” [#I-02]
- One African American male owner of a DBE/SBE construction firm reported that in Louisiana, they always want firms to send in a contract and “jump through hoops” to get certified. He added that he knows of incompetent certified firms. [#I-22]
- A white male representative of a minority woman-owned construction firm reported that the process was extremely difficult and that although it might be worthwhile for others, for his firm it was a “huge waste of time.” [#I-14]
- n African American owner of an MBE/DBE construction firm commented, “It wasn’t as easy as you would think ... everybody should work for what they get.” [#I-12]
- The African American service-disabled veteran business owner of a DBE construction firm remarked, “If you qualify, very easy. If you must manipulate the numbers, then that becomes very difficult.” He commented that some of the programs are “tough” but “fair.” [#I-08]
- One African American owner of a professional services firm commented, “I don’t know if I would call it easy, but it’s definitely ... doable.” He added that maintaining DBE certification is a challenge. He reported, “If your taxes aren’t up to snuff, you lose your DBE certification.” He added, “[This] is a little bit of a challenge. A business can be in tax issues for a while ... and I think that’s a normal part of American business.” [#I-11]
- The African American owner of a DBE professional services firm reported that the certification process has become easier over the years. He added, “When I applied 30 years ago, it took me two years to get certified.” He remarked, “With consultants helping, different agencies ... having different seminars to assist minorities [with certification] has been a big plus for the minority community.” [#I-07]

As mentioned earlier in this appendix, some felt that certification came with the “stigma” of being “disadvantaged. For example, the African American male owner of a professional services firm commented that the DBE identifier sounds like “something’s wrong with [him],” [#I-11]

Others reported specifically choosing not to pursue certification, or barriers that prevented them from securing certification when they were applied. Some firms reported challenges that ultimately made their attempts to certify with agencies in Louisiana unsuccessful. For example:

- The African American female representative of a DBE/SBE/MBE construction firm commented that when meeting for recertification, “everyone was against us” [#I-25b]
- The African American owner of a construction firm reported that she had looked into obtaining both MBE/WBE certifications. She remarked that having these certifications would be advantageous but that because it was so time-consuming, she has not yet done it. [#I-15]
- A white representative of a minority woman-owned construction firm reported that he and his wife went to classes to receive help with the certification. He added that when his wife was born, her race was incorrectly marked as white instead of African American on her birth certificate. He remarked that even though there was a no similar problem regarding her gender, obtaining WBE certification was also so difficult to pursue that it was not “cost-effective.” [#I-14]
- The African American owner of a DBE construction firm reported that it was very expensive and complicated to become recertified after they appealed their removal from the program. He commented that in an appeal meeting, there was only one person that “looked like [them]” and that the man was “shivering with fear, Lord help him.” [#I-25a]
- The African American owner of a DBE construction firm reported that when she was attempting to obtain certification, she first went to the Louisiana Department of Transportation and Development and had an “awful” experience. She added that this agency gives preferential treatment to white woman-owned firms over minority woman-owned firms. She remarked that during the interview process, she felt that they were going to reject her application, so she rescinded her application and went through the City of New Orleans. She added that working with the city of New Orleans has been “fantastic.” [#I-17]

She added that the certification process is “cumbersome” and “exhausting.” She commented that many of her subcontractors are woman- or minority-owned but not certified. She reported, “I keep trying to encourage them to get certified. They either don’t want to deal with paperwork, they feel like they are fine [or] they lack business savviness” [#I-17]

Some business owners and representatives suggested ways to improve the certification process. Suggestion varied. [e.g., #I-16, #I-17, #I-21, #I-22, #I-26a, #TO-09, #PC-08a, #PC-08d, #PC-08g] Several wanted reciprocal certification or certification more inclusive of all disadvantaged groups. For example:

- The Asian American owner wanted universal certification, perhaps based on the Louisiana’s application of the Federal DBE Program. He added, “It should be automatically approved once you’re approved by the state It should be a universal application.” [#I-05]
- The white male representative of a minority woman-owned construction firm remarked that the current certification process is “prohibitive” because of the requirements and that it likely “excludes some groups.” [#I-14]
- The African American service-disabled veteran business owner of a construction firm remarked that that certifications should be “all inclusive,” however, he indicated that there should be exclusions for the “wealthy company, wealthy guy” [#I-10]
- The African American male owner of a DBE professional services firm remarked, “The more streamlined [certification is] the better.” He added that the amount of paper used in the process should be reduced and the information required for certification renewals should be less cumbersome. [#I-06]

H. Any Other Insights and Recommendations for the City-Parish and BREC

The study team asked business owners and representatives for additional insights or recommendations for the City-Parish and BREC. Comments include:

- City of New Orleans as a model;
- Need for a paradigm shift; and
- What the City-Parish and BREC are doing well.

City of New Orleans as a model. A representative of a trade association suggested that the City of New Orleans serve as a model for Baton Rouge. He stated, “[They are] starting from ground zero we need to crawl before we walk ... because I think if we try to run right out [of] the box, we’re going to doom the program.” He added that the City-Parish should aspire to be like NOLA in being “fair and transparent.” [#TO-02a]

Need for a “paradigm shift.” Many offered comments regarding the need for a “paradigm shift” in the Baton Rouge marketplace that focuses on stronger and mandated programs for minority- and woman-owned businesses and other small businesses. [#I-08, #I-13b, #I-20]

Interviewees reported on the benefits of an equitable playing field. These and other interviewees offered that general contractors need to recognize that when the playing field is equitable, the Baton Rouge marketplace benefits, as well as suggested ways to achieve success. For instance:

- An African American male owner of professional services firm commented, “The community, from a majority standpoint, has to want to see the minority community grow.” He added, “If you spread the wealth around when it comes to City-Parish work ... I think you have a healthy community.” [#I-11]
- One African American female representative of a DBE construction firm remarked that every part of the City-Parish should be a part of incorporating disadvantaged businesses and that there should be “grading” to ensure that majority-owned firms do a good job incorporating DBEs. She added that disadvantaged businesses that are doing especially well should be “showcased.” [#I-25b]
- The African American service-disabled veteran business owner of a construction firm commented, “Until we go back and have some mandatory set-asides and participation, I don’t think we’re going to get there.”

This business owner continued that after many attempts and campaigns started by the City-Parish and BREC to focus on providing more opportunities to minority firms, he does not believe that he has seen significant change or growth in the opportunities provided to minority-owned businesses. He added, “For the good that they’re doing in conversation and making it a topic, there’s no action ... because we don’t have the mechanisms to ensure that this happens.” [#I-10]

- The Asian American female owner of a DBE construction firm suggested that there be more public data about the use of minority- and woman-owned firms in City-Parish and BREC contracts. [#I-21]
- An African American male owner of a DBE construction firm reported the need for a “watchdog” in support of disadvantaged businesses.” [#I-12]

Many wanted the added “teeth” of a disadvantaged business or small business program that could set goals or implement other benefits to offset disparities in the marketplace. [#I-01, #I-12, #I-17, #I-25a, #TO-03, #TO-05]

A number of interviewees reported wanting more personal attention and improved communications, networking opportunities, transparency and efficiency. For example:

- The Asian American female owner of a DBE construction firm commented that the City-Parish should reach out to business owners and ask them what business assistance they need. She remarked that the City-Parish should have a “personal touch.” [#I-21]

- The African American female representative of a business assistance association reported that she would like to see more “meet and greet” events and better outreach and publicity for these events. She added that the City-Parish must find a way to keep graduates of Louisiana State University and Southern University in state. [#TO-04]
- An African American owner of a DBE construction firm suggested that if the City-Parish shared request for bid information with subcontractors via email instead of subs having to “do all [the] legwork.” [#I-01]
- A white male representative of a minority woman-owned construction firm reported that the City-Parish should publish webinars because many small business owners have many constraints on their time and are unable to attend in-person classes. [#I-14]
- The African American female owner of an MBE/WBE construction firm reported that there should be opportunities to meet other firms in her industry. She added that there should be more “innovative” ways that the City-Parish communicates with entrepreneurs.

She remarked that there should be programs that use emails and phones and embrace technology. She commented, “It would be good to have something straightforward and sent to me whereas I have to go and look for it [now].” [#I-19]

- An African American owner of a professional services firm reported that there are “ethical issues going on” in the City-Parish. She added that the City “need[s] more training ... and oversight.” She indicated, “Run government like government is supposed to be run.” [#I-32]
- The white male representative of a majority professional services firm remarked that the Purchasing Department needs to be “beefed-up” because they cannot “get things out in a timely manner.” He reported that because “DPW” is broken-up into six sections, it makes it difficult to find the correct person to speak with and that it should be consolidated. [#I-24]
- One African American male owner of a DBE professional services firm commented that he would encourage BREC to include very strong language in its bylaws to make inclusion a permanent component of its procurement process. [#I-06] The white co-owner of a veteran-owned construction-related firm remarked that the BREC should conduct more outreach. [#I-03]
- A male public entity representative stated, “I don’t know what I don’t know.” He added, “It’s presumptuous to say that our practices are discriminatory when I don’t know what is happening. I think we should open the lines of communication so that I can hear the different themes.” [#I-51]

What the City-Parish and BREC are doing well. Some business owners and representatives discussed what they believe the City-Parish and BREC are doing well in their efforts to encourage participation of minority- and woman-owned firms and other small businesses.

Some commented positively on the City-Parish’s outreach efforts, and what they perceive BREC is doing well. For example:

- The African American male owner of a DBE professional services firm remarked that he is pleased with Mayor Broome’s proactive outreach and willingness to hold outreach events and make the information available in multiple locations. [#I-06]
- The African American service-disabled veteran business owner of a DBE construction firm commented that he likes the outreach efforts being made by the City-Parish and current mayor. He remarked that he likes the “open data” updates made to the City-Parish website. [#I-08]
- The African American male owner of a DBE construction firm reported that following the election of Mayor Broome, he has received more calls for work with the City-Parish than he did before. He added that he would like to see more minority contractors participating in projects. [#I-22]
- Regarding what BREC is doing well, an African American male owner of a specialty services firm commented, “I like what BREC is doing ... we travel a lot and I see other communities in other cities” [#I-02]

Many business owners and representatives commented that the disparity study is a positive effort made by the City-Parish and BREC. Business owners and representatives commented that the efforts conducting the disparity study are worthwhile. [e.g., #I-07, #I-15] For example:

- The white male representative of a majority-owned professional services firm reported that disparity studies give “politicians something to hang their hat on.” He commented that the City-Parish is keeping it in perspective as to why they are doing this. He remarked that he admires their efforts to be inclusive. [#I-24]
- An African American male owner of a DBE construction firm reported, “Words can’t explain how happy I am that she’s going through this procedure” [#I-12]
- The African American male owner of a professional services firm reported that this disparity study is a positive thing He added, “Minorities know that there’s a disparity The majority community needs a study to know that there’s a disparity.” [#I-11]
- Regarding the disparity study, the white male representative of a minority woman-owned construction firm remarked that he is happy that the City-Parish is reaching out to small business owners to “hear their voices.” [#I-14]

APPENDIX K.

Business Assistance Programs

Local and state agencies, not-for-profit organizations and other groups operate a broad range of assistance programs in the Baton Rouge metropolitan area. Although the list of programs may not be exhaustive, it describes many programs that businesses in Baton Rouge could access. Examples include:

- A. Federal programs; and
- B. State and Local Government, not-for-profit and private sector initiatives.

A. Federal Government Program Examples

A summary of federal program examples follows.

Baton Rouge Metropolitan Airport (BRMA) Small Business Enterprise Program (SBE). SBE certification expands the BRMA DBE Program to include race and gender-neutral measures to promote inclusion of qualified small businesses on federally assisted contracts.¹

Federal ACDBE Program. An agency receiving FAA funds is also required to implement the Federal Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program related to certain airport concessions activities.² Baton Rouge Metropolitan Airport operates the Federal ACDBE Program.

Federal DBE Program. The U.S. Department of Transportation requires state and local governments that receive funds from the Federal Highway Administration, Federal Transit Administration and Federal Aviation Administration to implement the Federal DBE Program. The Federal DBE Program applies to contracts funded by the U.S. Department of Transportation.³

To be certified as a DBE, a firm must be socially and economically disadvantaged. Revenue limits, personal net worth limits and other restrictions apply. Most DBEs are minority- or women-owned firms, but white male-owned firms that can demonstrate social and economic disadvantage can be certified as DBEs as well.⁴

Under the Federal DBE Program, a public agency can set DBE contract goals, where prime contractors and prime consultants must either include a level of DBE participation in their bid or proposal that meets the goal set for the contract or show good faith efforts to do so.

¹ See <https://www.flybtr.com/doing-business-at-btr/small-business-enterprise-sbe>

² See https://www.faa.gov/about/office_org/headquarters_offices/acr/bus_ent_program/ Business Enterprise (ACDBE) Program related to certain airport concessions activities.

³ See <https://www.fhwa.dot.gov/civilrights/programs/dbess/>

⁴ See <https://www.transportation.gov/civil-rights/disadvantaged-business-enterprise/definition-disadvantaged-business-enterprise>

Debt.org Small Business Resources. Debt.org gives small businesses information on a range of topics related to their financial well-being, provides information on tax delays, payroll and how to separate business and personal finances.⁵

Internal Revenue Service (IRS) Small Business and Self-Employed Tax Center. This program provides resources for taxpayers filing as self-employers or small businesses with assets under \$10 million. The Center serves as a assistance provider for small businesses or self-employed entrepreneurs. It includes information on independent contractors; preparing and filing taxes; online learning workshops; and the stages of owning a business.⁶

Small Business Innovation Research (SBIR). SBIR program solicitations are issued by eleven Federal agencies, including the Department of Agriculture, Department of Commerce, Department of Defense, Department of Education, Department of Energy, Department of Health and Human Services, Department of Homeland Security, Department of Transportation, Environmental Protection Agency, National Aeronautics and Space Administration, and the National Science Foundation.⁷ State of Louisiana has received approximately 33 SBIR awards totaling nearly \$15 million since 2015.⁸

Small Business Technology Transfer (STTR). STTR is an awarded, three-phase federal program, designed to stimulate technological innovation and provide opportunities for small business. This teaming of the private and public sectors includes joint-venture opportunities for small businesses and research institutions throughout the nation.⁹

United States Department of Housing and Urban Development (HUD). HUD is the federal department that administers Community Development Block Grants (CDBG funds), certain federal housing programs and related programs. State and local governments that receive money from HUD must comply with HUD requirements regarding minority- and women-owned business participation in HUD-funded contracts, as well as participation of project-area residents in those contracts.

United States Environmental Protection Agency (EPA). EPA is the federal agency that administers regulations and programs regarding environmental protection. The EPA has certain requirements for the EPA Disadvantaged Business Enterprise (DBE) Program regarding participation of minority- and women-owned businesses, small businesses and other targeted businesses in EPA-funded contracts for construction, equipment, services and supplies.¹⁰

U.S. Department of Transportation (USDOT) Office of Small and Disadvantaged Business Utilization (OSDBU). OSDBU offers a range of programs and resources to assist small and disadvantaged businesses. Programs include a mentor-protégé program, a bonding assistance program, the Women and Girls in Transportation Initiative and a short-term lending program.

⁵ See <https://www.debt.org/small-business/>

⁶ See <https://www.irs.gov/businesses/small-businesses-self-employed>

⁷ See <https://www.sbir.gov/>

⁸ See https://www.sbir.gov/reports/state-summary?program_tid%5B%5D=105791&state%5B%5D=LA

⁹ See <https://www.sbir.gov/about/about-sttr>

¹⁰ See https://www.epa.gov/sites/production/files/2015-09/documents/tues_atlanta_5_1015_henderson.pdf

USDOT partners with The Surety and Fidelity Association of America (SFAA) to help small businesses become bond ready. Becoming bondable is a challenge for many targeted businesses and this program aims to help businesses grow and build bonding capacity.¹¹

U.S. Department of Veterans Affairs, Office of Small and Disadvantaged Business Utilization (OSDBU). The U.S. Department of Veterans Affairs OSDBU assists veteran-owned businesses through the business verification and procurement assistance program and the VA Small Business Mentor-Protégé Program.¹²

U.S. Economic Development Administration (EDA). U.S. EDA solicits applications from applicants in rural and urban areas to provide investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and Economic Adjustment Assistance programs. Grants. Cooperative agreements made under these programs are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and approaches to provide economic prosperity in distressed communities.¹³

U.S. Small Business Administration (SBA) Office of Veterans Business Development. U.S. SBA Office of Veterans Business Development provides business training, counseling and assistance, and oversees federal procurement programs for veteran- and service-disabled veteran-owned small businesses.¹⁴

U.S. Small Business Administration (SBA) 7(a) Loan Program. To be considered eligible for the SBA 7(a) Loan Program, businesses must meet SBA's size standards which are dependent on a businesses' annual receipts and number of employees. The 7(a) Program gives businesses access to up to \$5 million in loans to fund startup costs, buy equipment, purchase new land, repair existing capital and expand an existing business.¹⁵

U.S. Small Business Administration (SBA) 8(a) Business Development Program. The 8(a) Business Development Program is a business assistance program for small disadvantaged businesses. The 8(a) Program offers a broad scope of assistance to firms that are owned and controlled at least 51 percent by socially and economically disadvantaged individuals.¹⁶

¹¹ See <https://www.transportation.gov/content/office-small-and-disadvantaged-business-utilization>

¹² See <https://www.va.gov/osdbu/>

¹³ See <https://www.eda.gov/>

¹⁴ See <https://www.sba.gov/offices/headquarters/ovbd>

¹⁵ See <https://www.sba.gov/partners/lenders/7a-loan-program/types-7a-loans>

¹⁶ See <https://www.sba.gov/category/business-groups/minority-owned>

B. State and Local Government and Not-for-Profit Programs

Examples of programs available locally and throughout Louisiana follow.

Baton Rouge Area Chamber (BARC). Baton Rouge Area Chamber aids start-up companies with project management and business advisory services. Other area chambers also offer supportive services. For example, the Metropolitan Black Chamber of Commerce, a committee within BARC, provides monthly classes on social media advertising and email marketing using design and video as a marketing tool.¹⁷

East Baton Rouge Parish School System Fair Share Program. This program is designed to provide procurement opportunities to minority- and woman-owned businesses wishing to do business with the school system. The program provides access to procurement opportunities and capital assistance. Eligibility requires minority business ownership (51%) or woman business ownership (51%).

Baton Rouge Procurement Opportunity Partnership (BR-POP). East Baton Rouge City-Parish and the East Baton Rouge Parish School System in partnership with the Baton Rouge Area Chamber and others in the private sector team to encourage local veteran-, women- and minority-owned small business participation in procurement opportunities by the formation of the Procurement Council including the following entities:

- Blue Cross and Blue Shield of Louisiana;
- Coca-Cola Company;
- ExxonMobil;
- Jacobs;
- Louisiana State University;
- Mary Bird Perkins Cancer Center;
- MetroMorphosis;
- Our Lady of the Lake Regional Medical Center;
- Southern University; and
- Turner Industries.

The Hudson Initiative SE. Hudson Initiative SE certification helps small businesses gain access to purchasing and contracting opportunities available at the state level.¹⁸

Louisiana Associated General Contractors (LAGC). LAGC provides members access to statewide construction seminars, networking opportunities and information on current construction projects in Louisiana.¹⁹

¹⁷ See <https://brac.org/>

¹⁸ See <https://www.opportunitylouisiana.com>

¹⁹ See <http://www.lagc.org/>

Louisiana Economic Development (LED). Louisiana Economic Development provides business owners in Louisiana the opportunity to build partnerships, learn about the business advantages in Louisiana, understand how to create a business recruitment program and engage with community members. For small businesses, LED offers owner’s guidance on accessing capital, growing a business, bonding assistance and access to a mentor-protégé program.²⁰

Louisiana Federation of Business and Professional Women. Louisiana Federation of Business and Professional Women provides resources for leadership, networking, personal development, professional development and advocacy to help members who range from entrepreneurs to small business owners to large corporations.²¹

Louisiana Small Business Development Centers (LSBDC). LSBDC provide one-on-one business consulting to entrepreneurs through a network of centers throughout the state to support the growth and success of small businesses.²²

Louisiana's Veteran Initiative (Veteran Small Entrepreneurship) Program. Veteran Small Entrepreneurship Program encourages state agencies to contract with certified veteran-owned and service-connected disabled veteran-owned small business owners.²³

SCORE Baton Rouge. SCORE Baton Rouge provides technical assistance including assistance with business plans, marketing, sales and financial forecasting.²⁴

Small and Emerging Business Development Program (SEBD). SEBD is designed to increase the managerial and technical skills of business owners.²⁵

Southeast Regional Women’s Business Center (SRWBC). SRWBC is a business development program serving women entrepreneurs located throughout the fifteen-parish region of South Louisiana. Resources include help with business plans, industry-based workshops, assistance with registering for tax accounts and information on how to obtain required licenses and permits.²⁶

Urban League of Louisiana. The Baton Rouge Office provides programs and training in the areas of education and youth development, workforce and economic development and public policy and advocacy initiatives.

²⁰ See <https://www.opportunitylouisiana.com/>

²¹ See <http://lafbpw.wildapricot.org/>

²² See <https://www.opportunitylouisiana.com/small-business/start-a-business>

²³ See <https://www.doa.la.gov/Pages/osp/se/lavetcv.aspx>

²⁴ See <https://batonrougearea.score.org/>

²⁵ See <https://www.opportunitylouisiana.com/small-business/grow-a-business>

²⁶ See <https://www.goodworknetwork.org/wbc/about-us/>

The Urban League of Louisiana’s Contractors Resource Center works to provide resources to small, DBE-certified, minority and women-owned contracting firms.

The Women’s Business Resource Center of the Urban League of Louisiana provides business education workshops, trainings, business planning and assistance with business financials, operational streamlining and accounting to support minority and women-owned businesses.²⁷

Veteran Initiative program (LaVetBiz). LaVetBiz is a certification program designed to help eligible Louisiana Veteran-owned and Service-Connected Disabled-Veteran-owned small businesses gain greater access to purchasing and contracting opportunities at the state government level.²⁸

²⁷ See <https://urbanleaguela.org/>

²⁸ See <https://www.opportunitylouisiana.com/small-business/special-programs-for-small-business/veteran-initiative>

APPENDIX L.

Analysis of Other Construction Projects

Keen Independent analyzed the utilization of minority- and women-owned construction firms as contractors and design firms on non-City-Parish construction projects in the Baton Rouge area. Appendix L explains this process in three parts:

- A. Compilation of data for similar construction projects in the Baton Rouge area;
- B. Dollar-weighted availability results; and
- C. Utilization and disparity analysis.

A. Compilation of Data for Similar Construction Projects in the Baton Rouge Area

In its analysis, the study team examined information from two data sources:

- Dodge Reports data for public and commercial construction projects within the Baton Rouge MSA with a start date of January 2016 through December 2018 (excluding projects for the City). The Dodge Reports data included information on the value of the project.
- Building permits for public and commercial construction projects issued in East Baton Rouge Parish for January 2016 through December 2018 (excluding projects for the City-Parish).

Dodge Reports data. Keen Independent purchased electronic Dodge Reports data from Dodge Data & Analytics. These data identify the general contractor or construction manager for each project. For some projects, the Dodge Reports data also identify the design firm. Data reporting dollars for the design work were not provided, so the analysis was based on the number of design contracts rather than dollars.

Keen Independent obtained data on 362 non-City-Parish public and commercial construction projects for which the study team was able to compile firm ownership information.

Dodge Reports data also provided information for design contracts involved in these projects. Keen Independent analyzed 353 design contracts for which company ownership information could be determined.

City-Parish building permit data. Keen Independent examined building permits for public and commercial construction projects issued in East Baton Rouge Parish from January 2016 through December 2018. These projects included new construction, alterations and repairs.

The City-Parish requires general contractors and companies performing certain specialty trades (e.g., electrical and mechanical) to obtain permits. The data identified the specific type of work for the permit, which Keen Independent coded into standard work types.

After excluding City-Parish properties and nonprofit firms, as well as residential permits and permits where the project was self-performed, Keen Independent was able to determine ownership for the listed company on 2,036 permits.

B. Dollar-Weighted Availability Results

Keen Independent used the approach described in Appendix D to estimate the availability of MBE/WBEs and majority-owned businesses for each of the contracts in the Dodge Reports and City-Parish permits data.

This analysis provided benchmarks for the percentage of Dodge Reports and City permit dollars/contracts one might expect to go to MBE/WBEs given the current availability of firms to perform specific types and sizes of those contracts. The availability analysis considered bid capacity of firms, only counting a company as available for sizes of contracts it had been awarded or had bid on in the local marketplace in the previous five years (except for goods purchases).

Dollar-weighted availability results for contractors and architects performing non-City-Parish projects. Keen Independent calculated MBE/WBE availability for the specific contracts in the Dodge Reports data and City permits.

Figure L-1 provides the availability benchmarks for the Dodge Reports construction contracts (not including subcontracts). MBE/WBE availability was about 36 percent. Availability figures for veteran-owned businesses, service-disabled veteran-owned businesses and small businesses were about 10 percent, 3 percent and 95 percent, respectively.

Figure L-1.
Percentage of general contractor dollars on 2016–2018
Baton Rouge area public and commercial construction
projects that might be expected to go to groups of
businesses based on availability analysis

| | Availability |
|---------------------------------|----------------|
| African American-owned | 24.85 % |
| Asian American-owned | 0.15 |
| Hispanic American-owned | 4.08 |
| Native American-owned | 2.87 |
| Total MBE | 31.95 % |
| WBE (white women-owned) | 4.10 |
| Total MBE/WBE | 36.05 % |
| Veteran | 9.52 % |
| Service-disabled veteran | 3.43 |
| Small business | 94.58 |

Note: Does not include City-Parish projects.

Source: Keen Independent from 2019 availability survey and analysis of Dodge Data & Analytics Dodge Reports data for 2016–2018.

Figure L-2 examines the share of public and commercial design contracts for construction projects in the Baton Rouge metropolitan area that might go to MBE/WBEs based on the 2019 availability survey and Dodge Reports information.

The benchmarks consider the type of work (A&E), type of contract (prime versus subcontracts) and year of award, but do not include analysis of contract size, as this was not provided in the Dodge Reports data. The availability benchmarks can be interpreted as the percentage of design contract awards for these projects that might go to groups of businesses if there were a level playing field, given the information known about the projects.

MBE/WBE availability for design contracts was about 28 percent. Availability of small businesses was about 90 percent, and availability of veteran- and service-disabled veteran-owned businesses was about 11 percent and 3 percent, respectively.

Figure L-2.
 Percentage of design contracts on 2016–2018
 Baton Rouge metropolitan area public and commercial
 construction projects that might be expected to go to
 groups of businesses based on availability analysis

| | Availability |
|---------------------------------|-----------------------|
| African American-owned | 6.56 % |
| Asian American-owned | 5.25 |
| Hispanic American-owned | 6.56 |
| Native American-owned | 0.00 |
| Total MBE | <u>18.37 %</u> |
| WBE (white women-owned) | 9.19 |
| Total MBE/WBE | <u>27.56 %</u> |
| Veteran | 10.50 % |
| Service-disabled veteran | 2.62 |
| Small business | 86.88 |

Note: Does not include City-Parish projects.

Source: Keen Independent from 2019 availability survey and analysis of Dodge Data & Analytics Dodge Reports data for 2016–2018.

Figure L-3 examines the share of construction permits that might be expected to go to MBE/WBEs, veterans, service-disabled veterans and small businesses based on analysis of public and commercial building permits issued in East Baton Rouge Parish. The availability analysis considered the type of work involved and year of the project. (Data on size of project were not consistently provided in the permits records.)

As shown, one might expect about 53 percent of the building permits to be issued to MBE/WBE contractors based on the availability of minority- and women-owned companies for this work. Availability figures for veteran-owned businesses, service-disabled veteran-owned businesses and small businesses were about 6 percent, 1 percent and 98 percent, respectively.

Figure L-3.
Percentage of 2016–2018 public and commercial building permits issued in East Baton Rouge Parish that might be expected to go to groups of businesses based on availability analysis

| | Availability |
|---------------------------------|---------------------|
| African American-owned | 31.57 % |
| Asian American-owned | 1.36 |
| Hispanic American-owned | 1.12 |
| Native American-owned | 0.29 |
| Total MBE | 34.34 % |
| WBE (white women-owned) | 18.19 |
| Total MBE/WBE | 52.53 % |
| Veteran | 5.69 % |
| Service-disabled veteran | 1.20 |
| Small business | 98.20 |

Note: Does not include City-Parish projects.

Source: Keen Independent from 2019 availability survey and analysis of City-Parish building permit data for 2016–2018.

C. Utilization and Disparity Analysis

Keen Independent disparity analysis for non-City-Parish public and commercial construction projects in the Baton Rouge MSA, are analyzed below.

Utilization and availability of general contractors for public and commercial projects in the Baton Rouge MSA. Keen Independent examined 362 non-City-Parish public and commercial construction projects from 2016 through 2018 based on Dodge Reports data. Those contracts had a total value of \$787 million. Minority-owned companies were general contractors for about \$32 million of these projects, or about 4 percent of the total contract dollars. Firms identified as white women-owned were general contractors for about \$25 million, or approximately 3 percent of the contract dollars.

Veteran- and service-disabled veteran-owned firms were general contractors for about 5 percent and 2 percent of the contract dollars, respectively, and small businesses were the general contractor for contracts totaling approximately 34 percent of the contract dollars. Figure L-4 provides detailed results.

Figure L-4.

Dollars of contracts on non-City-Parish public and commercial construction projects within the Baton Rouge Metropolitan Statistical Area, 2016–2018

| | Number of projects | \$1,000s | Percent of dollars |
|---------------------------------|--------------------|-------------------|--------------------|
| Business ownership | | | |
| African American-owned | 22 | \$ 29,394 | 3.73 % |
| Asian American-owned | 1 | 139 | 0.02 |
| Hispanic American-owned | 7 | 2,800 | 0.36 |
| Native American-owned | 0 | 0 | 0.00 |
| Total MBE | 30 | \$ 32,333 | 4.11 % |
| WBE (white women-owned) | 11 | 25,271 | 3.21 |
| Total MBE/WBE | 41 | \$ 57,604 | 7.32 % |
| Majority-owned | 321 | 729,596 | 92.68 |
| Total | 362 | \$ 787,200 | 100.00 % |
| Veteran | 23 | 30,418 | 3.86 % |
| Service-disabled veteran | 16 | 12,772 | 1.62 |
| Small business | 197 | 270,675 | 34.38 |

Source: Keen Independent from Dodge Data & Analytics Dodge Reports data.

As shown in Figure L-5, there were substantial disparities in the utilization of African American-, Asian American-, Hispanic American-, Native American- and white women-owned firms as general contractors on these projects. There were also disparities for veteran- and service-disabled veteran-owned businesses.

Figure L-5.

Disparity analysis for prime contracts on non-City-Parish public and commercial construction projects within the Baton Rouge Metropolitan Statistical Area, 2016–2018

| | Utilization | Availability | Disparity index |
|---------------------------------|---------------|----------------|-----------------|
| African American-owned | 3.73 % | 24.85 % | 15 |
| Asian American-owned | 0.02 | 0.15 | 12 |
| Hispanic American-owned | 0.36 | 4.08 | 9 |
| Native American-owned | 0.00 | 2.87 | 0 |
| Total MBE | 4.11 % | 31.95 % | 13 |
| WBE (white women-owned) | 3.21 | 4.10 | 78 |
| Total MBE/WBE | 7.32 % | 36.05 % | 20 |
| Veteran | 3.86 % | 9.52 % | 41 |
| Service-disabled veteran | 1.62 | 3.43 | 47 |
| Small business | 34.38 | 94.58 | 36 |

Source: Keen Independent from analysis of Dodge Data & Analytics Dodge Reports data and 2019 availability survey data for construction firms qualified and interested in City-Parish prime contracts.

These utilization results do not include subcontract information. The availability data were collected for firms qualified and interested in construction contracts in the City-Parish availability survey and performed the identified types of general contracting work, which might not reflect availability for construction projects across the Baton Rouge MSA. In addition, there were certain limitations in identifying ownership of minority-, women- and majority-owned contractors identified in the Dodge Reports data. Even with these limitations, the above data indicate very large disparities for MBE/WBEs for these projects in the Baton Rouge MSA.

Utilization and availability of design firms for public and commercial construction projects in the Baton Rouge MSA. The Dodge Reports data also provided information on the lead design firm working on many public and commercial construction projects.

Design firms were listed 353 times (some projects had multiple firms listed) in the Dodge Reports data for 2016–2018. Minority-owned firms were identified as the design firm 11 times and businesses owned by white women were listed 8 times. Relative to the total number of design contracts identified, MBEs accounted for 3 percent of the design contracts and WBEs received 2 percent of the design contracts. (Dollars of design contracts were not provided in the Dodge Reports data.)

Veteran-owned businesses were the lead design firm on only two of the design contracts and no firm identified as service-disabled owned was identified on a design contract. Small businesses were identified as design firm on one-third of the contracts. Figure L-6 presents these results.

Figure L-6.
Number of design contracts for non-City-Parish public and commercial construction projects within the Baton Rouge MSA, 2016–2018

| | Number of projects | Percent of projects |
|---------------------------------|--------------------|---------------------|
| Business ownership | | |
| African American-owned | 7 | 1.98 % |
| Asian American-owned | 1 | 0.28 |
| Hispanic American-owned | 3 | 0.85 |
| Native American-owned | 0 | 0.00 |
| Total MBE | 11 | 3.12 % |
| WBE (white women-owned) | 8 | 2.27 |
| Total MBE/WBE | 19 | 5.38 % |
| Majority-owned | 334 | 94.62 |
| Total | 353 | 100.00 % |
| Veteran | 2 | 0.57 % |
| Service-disabled veteran | 0 | 0.00 |
| Small business | 115 | 32.58 |

Source: Keen Independent from analysis of Dodge Data & Analytics Dodge Reports data.

As discussed above, Keen Independent developed availability benchmarks for design work on these projects based on the number of architecture and engineering firms indicating qualifications and interest in City-Parish contracts in the 2019 availability survey. The study team also examined whether firms were in business in the year of the project.

Figure L-7 compares the percentage of design contracts going to MBEs, WBEs and other groups with corresponding availability benchmarks.

- As shown, the representation of minority-owned firms and white women-owned businesses as design firms (5%) was substantially below what might be anticipated from the availability analysis (28%), with disparity indices below 80 for both MBEs and WBEs.
- Veteran-owned businesses' utilization (less than 1%) was substantially below what could be expected (11%). No firms identified as service-disabled veteran-owned received design contracts based on these data.
- Small businesses utilization (33%) was also substantially lower than availability (87%).

Figure L-7.

Disparity analysis for design contracts for non-City-Parish public and commercial construction projects within the Baton Rouge MSA, 2016–2018

| | Utilization | Availability | Disparity index |
|---------------------------------|---------------|----------------|-----------------|
| African American-owned | 1.98 % | 6.56 % | 30 |
| Asian American-owned | 0.28 | 5.25 | 5 |
| Hispanic American-owned | 0.85 | 6.56 | 13 |
| Native American-owned | 0.00 | 0.00 | |
| Total MBE | 3.12 % | 18.37 % | 17 |
| WBE (white women-owned) | 2.27 | 9.19 | 25 |
| Total MBE/WBE | 5.38 % | 27.56 % | 20 |
| Veteran | 0.57 % | 10.50 % | 5 |
| Service-disabled veteran | 0.00 | 2.62 | 0 |
| Small business | 32.58 | 86.88 | 37 |

Source: Keen Independent from analysis of Dodge Data & Analytics Dodge Reports data and 2019 availability survey data for A&E firms.

Contractor issued building permits in East Baton Rouge Parish for construction projects.

Figure L-8 presents the number of building permits obtained by minority-, women- and majority-owned contractors for specific types of work on public and commercial projects issued in East Baton Rouge Parish from 2016 through 2018.

Of the 2,036 permits examined, minority-owned firms accounted for 146, or about 7 percent of the total permits. Businesses identified as white women-owned obtained 82 permits (4% of the total). Combined, MBE/WBE contractors obtained about 11 percent of the construction permits.

Figure L-8.
Number of public and private sector building permits issued in East Baton Rouge Parish on non-City-Parish public and commercial construction projects, 2016–2018

| | Number of permits | Percent of permits |
|---------------------------------|-------------------|--------------------|
| Business ownership | | |
| African American-owned | 82 | 4.03 % |
| Asian American-owned | 17 | 0.83 |
| Hispanic American-owned | 43 | 2.11 |
| Native American-owned | 4 | 0.20 |
| Total MBE | 146 | 7.17 % |
| WBE (white women-owned) | 82 | 4.03 |
| Total MBE/WBE | 228 | 11.20 % |
| Majority-owned | 1,808 | 88.80 |
| Total | 2,036 | 100.00 % |
| Veteran | 99 | 4.86 % |
| Service-disabled veteran | 54 | 2.65 |
| Small business | 1,095 | 53.78 |

Source: Keen Independent from City-Parish building permits data.

Keen Independent compared the relative number of permits obtained by MBEs and WBEs to availability benchmarks for those firms. The study team determined availability on a project-by-project basis after considering the type of work and year of the project.

- As shown in Figure L-9, 7 percent of City-Parish building permits for public and commercial construction projects were obtained by MBEs. This is considerably less than what might be expected given the relative availability of MBEs for that work (34%).
- The 4 percent of building permits obtained by WBEs was also less than the 18 percent availability of white women-owned firms for such work. Each of these disparities were substantial (disparity indices of 21 for MBEs and 22 for WBEs).
- Utilization of veteran-owned businesses (5%) was lower than availability (6%).

Figure L-9.

Disparity analysis for non-City-Parish public and commercial building permits issued in East Baton Rouge Parish on construction projects, 2016–2018

| | Utilization | Availability | Disparity index |
|---------------------------------|----------------|----------------|-----------------|
| African American-owned | 4.03 % | 31.57 % | 13 |
| Asian American-owned | 0.83 | 1.36 | 61 |
| Hispanic American-owned | 2.11 | 1.12 | 189 |
| Native American-owned | 0.20 | 0.29 | 68 |
| Total MBE | 7.17 % | 34.34 % | 21 |
| WBE (white women-owned) | 4.03 | 18.19 | 22 |
| Total MBE/WBE | 11.20 % | 52.53 % | 21 |
| Veteran | 4.86 % | 5.69 % | 85 |
| Service-disabled veteran | 2.65 | 1.20 | 221 |
| Small business | 53.78 | 98.20 | 55 |

Source: Keen Independent utilization and availability analyses using City-Parish building permits data and 2019 availability survey.